

Chapter IV

THE EXECUTIVE BRANCH



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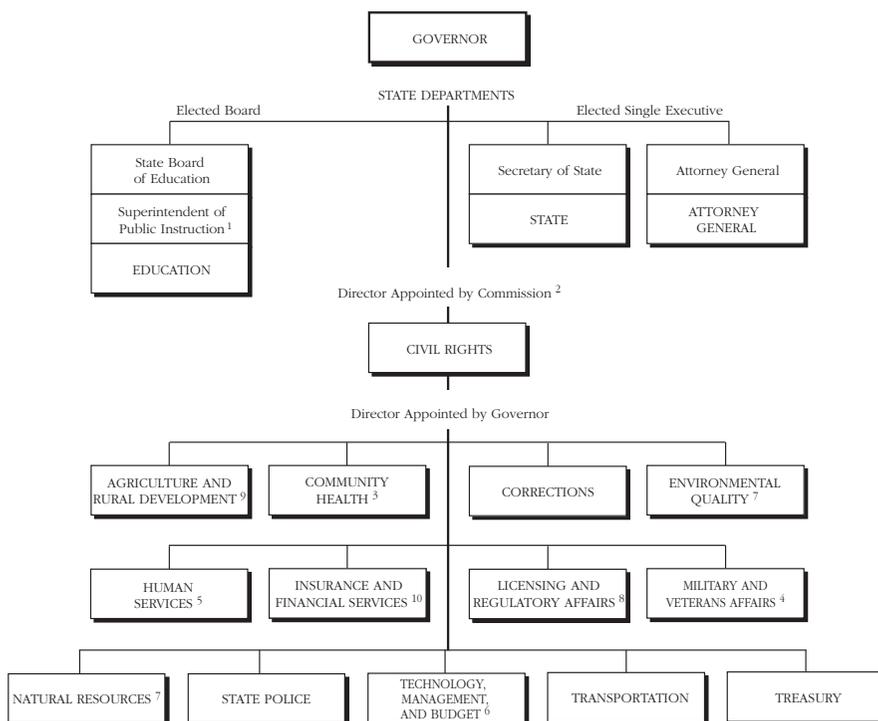
PROFILE OF THE EXECUTIVE BRANCH

The executive power is vested in the governor, who is responsible for the faithful execution of the laws of the state. Elected by the people to a 4-year term, the **governor**:

- Supervises the principal departments of the executive branch and appoints members to state boards and commissions;
- May direct an investigation of any department of state government and may require written information from executive and administrative state officers on any subject relating to the performance of their duties;
- May remove elective and appointive officers of the executive branch for cause, as well as elective county, city, township, and village officers;
- Submits messages to the legislature and recommends measures considered necessary or desirable;
- Submits an annual state budget to the legislature, recommending sufficient revenues to meet proposed expenditures;
- May convene the legislature in extraordinary session;
- May call a special election to fill a vacancy in the legislature or the U.S. House of Representatives, and may fill a vacancy in the U.S. Senate by appointment;
- May grant reprieves, commutations of sentences, and pardons;
- May seek extradition of fugitives from justice who have left the state and may issue warrants at the request of other governors for fugitives who may be found within this state;
- Signs all commissions, patents for state lands, and appoints notaries public and commissioners in other states to take acknowledgements of deeds for this state;
- Serves as chairperson of the State Administrative Board, which supervises and approves certain state expenditures, and has veto power over its actions; and
- Serves as commander-in-chief of the state's armed forces.

The **lieutenant governor** is nominated at the party convention and elected with the governor. The term of office, beginning in 1966, changed from two years to four years. The lieutenant governor serves as President of the Michigan Senate, but may vote only in the case of a tie. The lieutenant governor may perform duties requested by the governor, but no power vested in the governor by the Constitution of 1963 may be delegated to the lieutenant governor. The lieutenant governor is a member of the State Administrative Board and would succeed the governor in case of death, impeachment, removal from office, or resignation.

ORGANIZATION OF THE EXECUTIVE BRANCH



NOTE: Section 2 of Article V of the Constitution of the State of Michigan of 1963 provides that all executive offices, agencies and instrumentalities of the executive branch of state government and their respective functions, powers, and duties, except for the office of governor and lieutenant governor and the governing bodies of institutions of higher education, shall be "allocated by law among and within not more than 20 principal departments." The initial allocation of departments "by law" was completed with the enactment of the Executive Organization Act of 1965, Act 380 of 1965, being 16.101 et seq. of the Michigan Compiled Laws.

¹ The Superintendent of Public Instruction is appointed by the State Board of Education pursuant to Const. 1963, art. VIII, sec. 3.

² The members of the Civil Rights Commission are appointed by the governor, by and with the advice and consent of the Senate.

³ The Department of Mental Health was renamed the Department of Community Health by Executive Order No. 1996-1, effective April 1, 1996. The Department of Public Health was renamed the Community Public Health Agency by Executive Order No. 1, effective April 1, 1996, and then redesignated as a Type II agency in the Department of Community Health by Executive Order No. 1997-4, effective May 18, 1997.

⁴ The Department of Military Affairs was renamed the Department of Military and Veterans Affairs by Executive Order No. 1997-7.

⁵ The Family Independence Agency was renamed the Department of Human Services by Executive Order No. 2004-38, effective March 15, 2005.

⁶ The Department of Civil Service was abolished by Executive Order No. 2007-30, effective August 26, 2007, with the principal duties carried out by the Civil Service Commission transferred to the Department of Management and Budget. Executive Order 2009-55, effective March 21, 2010, created the Department of Technology, Management, and Budget and abolished the Department of Information Technology, which had been created by Executive Order 2001-3.

⁷ Executive Order No. 2011-1 separated the Department of Natural Resources and Department of Environmental Quality. Executive Order No. 2009-45 had combined most of the functions of the Department of Natural Resources and the Department of Environmental Quality (created by Executive Order No. 1995-18) into the Department of Natural Resources and Environment, and it made the directorship of the Department of Agriculture a gubernatorial appointment subject to the advice and consent of the Senate.

⁸ The Department of Licensing and Regulatory Affairs was created by Executive Order No. 2011-4, which renamed the Department of Energy, Labor and Economic Growth and transferred responsibilities to several departments.

⁹ Executive Order No. 2011-2 renamed and reorganized the Department of Agriculture and Rural Development.

¹⁰ The Department of Insurance and Financial Services was created by Executive Order No. 2013-1.

EXECUTIVE BRANCH REORGANIZATION

Early Efforts

One of Michigan's earliest attempts at reorganizing and integrating the growing number of state agencies, boards, and commissions was initiated by Governor **Alexander J. Groesbeck** in 1920. At his urging, the legislature enacted a statute creating the State Administrative Board to set administrative policy for more than 100 independent departments, bureaus, commissions, and agencies. The board, which consisted of the governor, secretary of state, state treasurer, auditor general, attorney general, highway commissioner, and superintendent of public instruction, merged 33 boards and agencies into 5 new departments — Agriculture, Conservation, Labor, Public Safety, and Welfare. Other efforts at administrative consolidation were initiated by Governor **Frank Murphy** in 1936, under the Commission on Reform and Modernization of Government. And in 1949, the Joint Legislative Committee on Reorganization of State Government, sometimes referred to as the “little Hoover commission,” was created to study the issue of executive branch reorganization. One of the committee's recommendations — allowing the governor to propose a reorganization subject to legislative disapproval — was later embodied in Act 125 of 1958, which established a method by which the governor could submit plans for the reorganization of executive agencies to the legislature, subject to disapproval by either house:

Sec. 1. Within the first 30 days of any regular legislative session, the governor may submit to both houses of the legislature at the same time, 1 or more formal and specific plans for the reorganization of executive agencies of state government.

Sec. 2. A reorganization plan so submitted shall become effective by executive order not sooner than 90 days after the final adjournment of the session of the legislature to which it is submitted, unless it is disapproved within 60 legislative days of its submission by a senate or house resolution adopted by a majority vote of the respective members-elect thereof.

Sec. 3. The presiding officer of the house in which a resolution disapproving a reorganization plan has been introduced, unless the resolution has been previously accepted or rejected by that house, shall submit it to a vote of the membership not later than 60 legislative days after the submission by the governor to that house of the reorganization plan to which the resolution pertains.

A reorganization plan not disapproved by one or the other house of the legislature in the manner set forth in the act was to be considered for all purposes as the equivalent in force, effect, and intent of a public act of the state upon its taking effect by executive order. In addition, a reorganization plan not disapproved by one or the other house of the legislature was to be subject to the provisions of the state constitution respecting the exercise of the referendum power reserved to the people in the same manner as prescribed for the approval or rejection of any legislative enactment subject to the referendum power.

Both Governor **G. Mennen Williams** and Governor **John B. Swainson** submitted reorganization plans to the legislature under authority of Act 125 of 1958, but, with one exception, all were rejected by the legislature.

The Constitution of 1963

Concerns over what many considered an unwieldy structure of state government under the Constitution of 1908 were cited by advocates of a new constitution. The question of what authority should be granted the governor to reorganize state government was debated again at the Constitutional Convention of 1961. After debate in which some delegates were concerned about how to balance the “tremendous political power” that could result from reorganization authority, the constitution was adopted with a process that gave responsibility to both the executive and the legislative branches.

The legislature was given the authority to undertake the initial reorganization. If the legislature failed to complete the reassignments in two years, the governor was authorized to make the initial reorganization within one year thereafter. The **mandatory reorganization of executive offices and agencies** into no more than 20 principal departments was to follow these provisions:

All executive and administrative offices, agencies and instrumentalities of the executive branch of state government and their respective functions, powers and duties, except for the office of governor and lieutenant governor and the governing bodies of institutions of higher education provided for in this constitution, shall be allocated

by law among and within not more than 20 principal departments. They shall be grouped as far as practicable according to major purposes (Constitution of 1963, Schedule and Temporary Provisions, section 12).

After that “initial allocation” of agencies by law, the governor

... may make changes in the organization of the executive branch or in the assignment of functions among its units which he considers necessary for efficient administration. Where these changes require the force of law, they shall be set forth in executive orders and submitted to the legislature. Thereafter the legislature shall have 60 calendar days of a regular session, or a full regular session if of shorter duration, to disapprove each executive order. Unless disapproved in both houses by a resolution concurred in by a majority of the members elected to and serving in each house, each order shall become effective at a date thereafter to be designated by the governor. [Constitution of 1963, art. V, sec. 2].

Executive Organization Act of 1965

In fact, the initial allocation of executive branch offices, agencies, and instrumentalities among 19 principal departments was effected by the legislature through the enactment of the Executive Organization Act of 1965, MCL 16.101, *et seq.* Consequently, the governor was never required to undertake the allocation of agencies, although on several occasions, our governors have used this reorganization power to make changes in the organization of the executive branch.

The act provides a general mechanism for placing existing agencies into the framework of the 19 principal departments. Three types of transfers could be effectuated. Under a **Type I transfer**, an agency is merely identified as being within a particular department; the agency continues to perform its functions as prescribed by statute. Under a **Type II transfer**, the agency loses autonomous control of its functions — “all its statutory authority, powers, duties and functions, records, personnel, property, unexpended balances of appropriations, allocations or other funds, including the functions of budgeting and procurement [are] transferred to that principal department.” Under a **Type III transfer**, the agency is abolished. (MCL 16.103).

Notable Reorganization Efforts

Although previous governors made use of the executive reorganization power, none used it more frequently or as extensively as Governor **John Engler** to reshape the executive branch of state government. During his tenure as governor (1991-2002), he issued more than 100 executive reorganization orders considered necessary for efficient administration. These included orders to revamp the state’s job-creating agencies and orders to create entirely new departments, including the Department of Information Technology and the Department of History, Arts and Libraries in 2001.

In 1991, various environmental protection functions were split off from the Department of Natural Resources and a new Department of Environmental Quality was created. The Department of Natural Resources was also reshaped with the governor given authority to appoint the head of the Natural Resources Commission. The executive reorganization order that created the Department of Environmental Quality — Executive Order No. 1991-31 — was challenged by the Speaker of the House and 2 not-for-profit corporate plaintiffs on the grounds that the order exceeded the governor’s limited legislative authority under the Constitution of 1963, art. 5, sec. 2. The case ultimately required the Michigan Supreme Court to determine the scope of authority granted to the governor to effect subsequent changes in the structure of the executive branch; specifically, whether the governor, through an executive order not disapproved by the legislature, could constitutionally transfer the authority, powers, and duties of the legislatively created Department of Natural Resources to a new, gubernatorially created Department of Natural Resources. The court found that the Constitution of 1963, art. 5, sec. 2 authorized the governor to make such broad changes in the organization of the executive branch and that neither the separation of powers doctrine nor the Executive Organization Act of 1965 could be interpreted to prevent the governor from exercising his constitutionally mandated powers. (See *House Speaker v Governor*, 443 Mich 560 (1993)).

Governor **Jennifer Granholm** utilized the reorganization authority to reshape the executive branch to reflect changed conditions in the state. Executive Order No. 2003-18 (creation of the Department of Labor and Economic Growth, which was renamed the Department of Energy, Labor and Economic Growth by Executive Order 2008-20) brought about major changes among the agencies faced with responsibilities involving the work place, regulatory matters, and the state’s economic development and work force training efforts. Executive Order No. 2007-30 consolidated human resources services, abolished the Department of Civil Service, and transferred the functions of the

Civil Service Commission and the State Personnel Director to the Department of Management and Budget.

In 2009, Executive Order 2009-36, amended by Executive Order 2009-43, abolished the Department of History, Arts and Libraries and transferred its responsibilities and agencies to various departments. Executive Order 2009-45 combined the Department of Natural Resources and the Department of Environmental Quality to create the new Department of Natural Resources and Environment. Executive Order 2009-55 combined the Department of Management and Budget and the Department of Information Technology to create the new Department of Technology, Management, and Budget.

Governor **Rick Snyder** continued the tradition of aligning the executive departments to suit his strategy and style of management. Shortly after taking office, Executive Order 2011-1 split the Department of Natural Resources and the Department of Environmental Quality into 2 units (they had been combined into a single department by Executive Orders in 2009). He also established the Department of Licensing and Regulatory Affairs (Executive Order 2011-4) and the Department of Insurance and Financial Services (Executive Order 2013-1) and abolished the Department of Energy, Labor and Economic Growth.

GUBERNATORIAL APPOINTMENT PROCESS

The selection of qualified individuals to serve in state governmental positions excepted or exempted from state civil service is a responsibility shared by the executive and the legislative branches of government. This joint participation in the appointment process is mandated by the Constitution of the State of Michigan of 1963, which accords the governor certain powers to appoint officials subject to the advice and consent of the Michigan Senate.

Historical Developments

To gain a broader perspective of the governor's appointment powers and the use of advice and consent, it is useful to trace the historical development of the executive/legislative relationship regarding appointments. Due to the deep-seated distrust of, and contempt for, British-imposed colonial governors, many early state constitutions greatly limited the power of the office of the governor. **Michigan's first constitution (1835)**, however, did not follow that pattern — it gave the governor substantial power. The governor had the power to appoint the secretary of state, judges of the supreme court, the auditor general, the attorney general, and prosecuting attorneys for each county. These appointments were subject to Senate confirmation. The only state officers popularly elected were the governor, lieutenant governor, and state legislators.

In contrast, the **1850 constitution** reflected the influence of “Jacksonian democracy,” ultimately producing the so-called “long ballot.” Among the principles of Jacksonian democracy was the belief that public officials should be chosen by election rather than by appointment. The 1850 constitution provided for the election of all principal state officials, including the secretary of state, state treasurer, attorney general, auditor general, superintendent of public instruction, regents of the University of Michigan, state board of education, and supreme court justices. Accordingly, the governor's appointment power was reduced to filling vacancies.

While the adoption of a **new constitution in 1908** did little to either erode or enhance the governor's appointment power, other developments led to a substantial increase in the number of state officials appointed by the governor. Ironically, it was the legislature that played the most significant role in expanding the gubernatorial appointment power. Of the more than 2,000 appointments for which the governor is responsible today, most are to the approximately 200 boards, commissions, and other advisory bodies, which, in most cases, have been established by statutes enacted by the legislature. Some are created on an ad hoc basis, but many are permanent. As rapidly changing social and economic conditions brought about the emergence of new and more complex problems, state government began to expand. Prior to the adoption of the 1963 constitution there were no limitations on the number of state agencies that could be established and no restrictions on the power of the legislature to assign administrative duties to newly created agencies or positions independent of gubernatorial supervision. Even the **1963 constitution** does not preclude the creation of new agencies. However, article V, section 2 of that document does limit the number of principal departments to “. . . not more than 20 . . .” Moreover, all executive offices, excluding the offices of governor and lieutenant governor and the university governing boards, are to be allocated within those principal departments.

Many newly created agencies were responsible to **boards or commissions** comprised of individuals appointed by the governor. Boards and commissions are common to the administrative structure of many businesses as well as to all levels of government. Proponents of the system argue that by creating a degree of independence, a board or commission can be insulated from political manipulation. The use of staggered or overlapping terms for the members of a board encourages continuity of policy while making it difficult for an executive to appoint a majority of board members during any one term. In addition, the application of bipartisan representation on these bodies ensures some degree of minority representation and input.

Critics of the board or commission role in government object to the lack of accountability of appointees and the possibility of stalemates in the decision-making process. Moreover, perhaps due to the fact that boards and commissions in Michigan state government have evolved gradually over the years, there appears to be little consistency in the internal structure of these bodies, the method used to appoint members, or their functions.

Types of Appointments

In addition to appointing a personal executive staff, the governor currently appoints most executive department heads with the **advice and consent of the Senate**. Two department heads, the

secretary of state and attorney general, are popularly elected. The remaining department directors are appointed by the respective board or commission that heads the department.

The governor is also authorized to appoint a limited number of other positions, particularly of a policymaking nature, within most of the principal departments. Those positions, along with the positions within the Office of the Governor, are exempted from civil service. Certain regulatory officials, such as the racing commissioner, are also appointed by the governor with Senate confirmation. The members of the boards or commissions that head departments are appointed by the governor with Senate confirmation, but the terms for these officials overlap so that a majority of the members cannot be appointed in any one year.

Some of these boards, such as the State Administrative Board, are composed exclusively of state officers serving *ex officio* (*ex officio* means “by virtue of office or position”). In some cases the governor serves as an *ex officio* member of a board or commission. For example, the governor serves as an *ex officio* member of the State Board of Education and the Michigan Historical Commission. On a number of boards, the heads of executive departments serve as *ex officio* members.

The governor also appoints the heads of other autonomous agencies such as the lottery commissioner and the director of the Bureau of Workers’ and Unemployment Compensation. Most of these appointments require Senate confirmation.

Pursuant to Sec. 1104 of the Revised Judicature Act (MCL 600.1104), stenographers for each circuit court of the state “. . . shall be appointed by the governor after having first been recommended by the judge or judges of the court to which he is appointed” Senate confirmation is not required.

Limitations on Gubernatorial Appointment Power

The common requirement that gubernatorial appointments be confirmed by the Senate is the most significant limitation imposed on the appointment power. In addition, in some cases the legislature has brought both the speaker of the House and the Senate majority leader into the appointment process.

There are a number of other ways in which a governor is limited in appointing individuals to boards and commissions. Many limitations relate to **statutory conditions** regarding those eligible for appointment. For instance, pursuant to article V, section 5, of the state constitution, “. . . A majority of the members of an appointed examining or licensing board of a profession shall be members of that profession.” Furthermore, during the mid-1970s, the legislature amended various laws establishing licensing boards to assure each board had at least one member representing the interests of the general public.

Some of the statutes creating boards and commissions are very specific in dictating the membership qualifications and experiences required. Some sections of law require the governor to appoint members from a **list of nominees** submitted by nongovernmental groups. Also, certain **territorial divisions** of the state must be represented on certain boards and commissions.

Advice and Consent

A primary concern of the framers of the U.S. Constitution was preventing a concentration of power in any one branch of government. Accordingly, a system of **checks and balances** was incorporated into the federal constitution. A key component of this is legislative review of appointments through the mechanism of advice and consent. In Michigan, this is provided for in the state constitution. Article V, section 6, states:

Appointment by and with the advice and consent of the senate when used in this constitution or laws in effect or hereafter enacted means appointment subject to disapproval by a majority vote of the members elected to and serving in the senate if such action is taken within 60 session days after the date of such appointment. Any appointment not disapproved within such period shall stand confirmed.

The incorporation of this provision in the 1963 constitution effectively reversed the advice and consent process practiced under previous constitutions, none of which provided a definition of advice and consent. Rather than the Senate approving an appointment by positive action, this provision requires the Senate to disapprove an appointment within 60 session days after submission for consideration. In other words, no action by the Senate constitutes a confirmation of an appointment after 60 session days. The count of 60 session days commences when the secretary of the Senate receives written notification of an appointment from the governor’s office.

The advice and consent provision incorporated into the 1963 constitution was designed to provide the Senate with reasonable time to reject an appointee while at the same time making confirmation definite should the senate choose not to act on an appointment.

Michigan's advice and consent process contrasts with the concept as practiced by the U.S. Senate. Individuals named to federal positions cannot assume the office until they are confirmed. On the federal level, the President nominates and the U.S. Senate appoints. In Michigan, the governor appoints, and the Senate confirms or rejects the appointment.

DEVELOPMENT OF THE STATE BUDGET

Creating the state budget is one of the most important activities performed by the legislative and executive branches of Michigan government each year. The state budget is a complete financial plan and encompasses all revenues and expenditures, both operating and capital outlay, of the General Fund, special revenue funds, and federal funds for the 12-month period extending from October 1 of one year to September 30 of the next. The fiscal year is defined by Act 431 of 1984, as amended. Pursuant to article IX, section 17, of the state constitution, “No money shall be paid out of the state treasury except in pursuance of appropriations made by law.”

Constitutional Provisions Relating to the State Budget

The state constitution contains several provisions which govern the development of the state budget. Article V, section 18, of the Constitution of the State of Michigan of 1963 provides that:

The governor shall submit to the legislature at a time fixed by law, a budget for the ensuing fiscal period setting forth in detail, for all operating funds, the proposed expenditures and estimated revenue of the state. Proposed expenditures from any fund shall not exceed the estimated revenue thereof.

The amount of any surplus or deficit in any fund for the last preceding fiscal year must also be included in the succeeding fiscal year's budget.

At the same time the budget is submitted, the governor submits to the legislature **general appropriation bills** embodying the proposed expenditures. The budget bills are to contain the individual line item accounts, including the number of full-time equated (FTE) positions to be funded. The governor also submits any necessary legislation to provide new or additional revenues to meet proposed expenditures (an appropriation bill, when enacted, provides the legal authorization to make specified expenditures for specified purposes). Like all other bills, appropriation bills need to be introduced by a member or members of the house of representatives or senate before they can be considered by the legislature. Any bill requiring an appropriation to carry out its purpose is considered to be an appropriation bill.

Once the appropriation bills have been introduced into the legislature, the constitution permits the governor to submit amendments to the appropriation bills during consideration of the bills by either house. In practice, however, amendments are offered by members of the House or Senate rather than by the governor.

The governor is also required to submit bills to meet deficiencies in current appropriations. The governor may use any number of procedures to fulfill these constitutional requirements, such as asking a legislator to offer amendments to a bill already introduced or to introduce a new bill, or sending letters to the appropriations committees recommending supplemental appropriations or making changes in revenue estimates.

The state keeps track of revenues and expenditures for particular phases of governmental activity through a number of different funds. By statute, the **General Fund** covers all state appropriation, expenditure, and receipt transactions, except those where special constitutional or statutory requirements demand separate fund accounts. Most of the traditional state services are included in this fund. The General Fund is the predominant element in the annual budget review and enactment from the viewpoints of both appropriations and taxes. This is evidenced by the frequent identification of the “General Fund” with the state of Michigan as a whole. The General Fund is financed by what are defined as general purpose and restricted revenues. General purpose revenues (GF-GP) are not restricted to a particular use. Restricted revenues are those resources which, by constitution, statute, contract or agreement, are reserved to specific purposes. Expenditures of restricted revenues are limited by the amount of revenue realized and amount appropriated. In addition to the General Fund, **special revenue funds** are used to finance particular activities from the receipts of specific taxes or other revenue. Such funds are created by the state constitution or by statute to provide certain activities with definite and continuing revenues. Other types of funds include revolving funds, bond funds, bond and interest redemption funds, and trust and agency funds.

As specified in article IV, section 31, of the Constitution of the State of Michigan of 1963:

The general appropriation bills for the succeeding fiscal period covering items set forth in the budget must be passed or rejected in either house of the legislature before that house passes any appropriation bill for items not in the budget except bills supplementing appropriations for the current fiscal year's operations.

A key element of the process of developing the state's budget is establishing revenue estimates in sufficient detail to provide meaningful comparisons and summary totals (estimated balances) for each state fund. These total estimates may not be less than the total of all appropriations made from each fund in the general appropriations bills passed. An attorney general opinion clarified this provision by stating that estimated fund balance plus revenue must cover the total appropriated from each fund.

Section 6 and sections 25 through 34 of article IX of the Constitution of the State of Michigan of 1963 limit state expenditures, specify the proportion of the total state spending which must be paid to local governments each year, and require the state to fund new or expanded programs mandated of local government by state government. One executive budget bill and one enacted budget bill must contain an itemized statement of state spending to be paid to units of local government, total state spending from sources of financing, and the state-local proportion derived from that data.

The 1978 amendments to the state constitution (known as the “**Headlee amendment**”) guarantee that local units will receive a proportion of state expenditures not less than they received in fiscal year 1979, which is 48.97% of state revenues. The state is also required to fully fund the cost of any new programs or expanded services mandated of local governments by the state. Legislation enacted to implement the 1978 constitutional amendments excludes from such mandated costs local government employee wage or benefit increases, expenses associated with federally mandated programs, and requirements that do not exclusively apply to local units of government. An example of the latter would be higher water pollution standards which apply to businesses as well as local governments.

Section 26 of article IX, as approved by the voters in 1978, provides that total state revenues (excluding federal funds) which may be expended in any year:

... shall be equal to the product of the ratio of Total State Revenues in fiscal year 1978-1979 divided by the Personal Income of Michigan in calendar year 1977 multiplied by the Personal Income of Michigan in either the prior calendar year or the average of Personal Income of Michigan in the previous three calendar years, whichever is greater.

This ratio cannot be changed without a vote of the people. If total state revenues in a fiscal year exceed the constitutional limit by 1%, refunds are to be made on a prorated basis to citizens who pay the Michigan income tax or single business tax.

A counter-cyclical budget and economic stabilization fund, commonly referred to as the **Budget Stabilization Fund (BSF)**, was created in 1977 to assist in stabilizing revenue and employment during periods of economic recession. In general, the law requires payments into the fund when real economic growth exceeds 2% and allows withdrawals from the fund when real economic growth is less than 0%. Also, any time Michigan's seasonally adjusted unemployment rate exceeds 8% in a given quarter, the legislature may appropriate money from the BSF for projects that are designed to create job opportunities.

Development of the Executive Budget

Initial development of each new fiscal year's budget begins approximately 13 to 14 months prior to the beginning of the new fiscal year, when the individual departments submit management plans to the Department of Technology, Management and Budget. Briefings and hearings for the purpose of reviewing requests and preparing budget statements that constitute the state budget are held between department officials, the Office of the Budget in the Department of Technology, Management and Budget, and the governor approximately 10 to 11 months before the new fiscal year begins. Final decisions on executive budget recommendations are made based upon revenue estimates provided by the January consensus **revenue estimating conference**. These recommendations and revenue estimates are incorporated in the governor's presentation of the budget to the legislature.

The January consensus revenue estimating conference first convened in 1992, pursuant to 1991 PA 72. This conference was created to develop more accurate revenue forecasts, which are used, along with various targets suggested by the governor for the overall budget, to develop the coming year's budget. The revenue estimating conference also establishes an official economic forecast of major variables of the national and state economies. The principal participants in the conference are the State Budget Director, the Director of the Senate Fiscal Agency, and the Director of the House Fiscal Agency — or their respective designees. The State Treasurer is the designee of the Director of the Department of Technology, Management and Budget.

Act No. 431 of 1984, the Management and Budget Act, requires the budget to be submitted within 30 days after the legislature convenes in regular session on the second Wednesday in January, except in a year in which a newly elected governor is inaugurated into office, when 60 days shall be allowed.

After the **governor submits the proposed budget** and accompanying explanations, recommendations, and legislation, the appropriation bills, which are introduced by a member or members of the legislature, are referred to the appropriations committees for hearings and analysis. Legislative passage of the budget bills is usually accomplished prior to the beginning of the new fiscal year. Generally, the governor submits the complete budget in February, the appropriation bills are considered and passed in April by the first house, in early June by the second house, and conference reports or final action is completed around July 4.

The Appropriations Committees

Each house of the legislature has an appropriations committee to review appropriation measures. These are the largest standing committees in either house. Both houses' appropriations committees have established subcommittees which generally correspond to the subject matter of the major appropriation bills.

A **Joint Capital Outlay Subcommittee**, consisting of members from each house's appropriations committee, is responsible for the review, evaluation, and development of all capital outlay (land acquisition, building and construction, addition, and renovation) projects involving state agencies and public universities and community colleges.

Enactment of Appropriations Legislation

By custom, all the appropriation bills are introduced in both houses simultaneously and are divided between the houses for consideration. The bills usually receive more detailed hearings in the house of origin. Generally, all the **appropriation bills are introduced** by each appropriations committee chair or the ranking member of the governor's party, but traditionally only half of the bills move in each house initially. Currently, the practice is to alternate the house of origin each year. This practice allows both appropriations committees to work simultaneously on the appropriation bills.

The appropriations committees conduct a series of **hearings** on the appropriations legislation. First, the Department of Technology, Management and Budget presents an overview of the governor's proposed budget to the committees. House Fiscal Agency and Senate Fiscal Agency staffs provide more detailed briefings to their appropriations committees after the presentation by the Department of Technology, Management and Budget. The fiscal agencies also prepare detailed reviews and analyses of the governor's proposals, which are made available to all members of the house and senate. Subsequently, the subcommittees in each house receive more detailed information from department officials regarding the executive budget, hold public hearings, and report their recommendations to the full committees.

In the full House and Senate committee meetings, the general format involves having the agency heads in attendance when their agency's appropriations are considered to provide any necessary explanation and clarification. The legislative fiscal analyst who works with the particular bill being considered is also present. The analyst may prepare a report or series of reports on the bill. The chair of the subcommittee that considered the bill offers the **committee amendments or substitutes to the governor's recommendations**. The committee members are then free to ask questions about the bill. If the bill is approved by the full committee, the bill is reported to the floor without changes or with amendments or as a substitute.

Prior to floor consideration, the appropriations bills may be discussed in caucus by both parties. In addition to developing a party position, the caucus provides individual legislators with an opportunity to become better informed on the budget or particular items.

The legislative procedure for consideration of the appropriation bills is basically the same as for other bills except that appropriation measures receive priority on the legislative calendars. In many instances, members who are going to offer amendments will propose the changes to the appropriations committees before floor debate. **Floor consideration** varies considerably depending on the particular subject matter, issues, and other factors. There may be minimal debate or it may take a whole day or more for a given bill. Fiscal analysts prepare "floor sheets" summarizing the appropriation bill, the difference in funding from the prior year, the governor's recommendation or the other house's recommendation, new, expanded or eliminated programs, and total FTEs (full time equated positions) authorized.

Differences between the 2 houses are resolved by a **conference committee** procedure. The committee consists of 6 members, 3 from each house. Traditionally, when differences on any of the

appropriation bills necessitate a conference committee, the conferees are usually members of their respective house's appropriations subcommittees. Rule 8 of the Joint Rules of the Senate and the House of Representatives provides:

The conference committee shall not consider any matters other than the matters of difference between the two houses.

For all bills making appropriations, adoption of a substitute by either house shall not open identical provisions contained in the other house-passed version of the bill as a matter of difference; nor shall the adoption of a substitute by either house open provisions not contained in either house version of the bill as a matter of difference.

When the conferees arrive at an agreement on the matters of difference that affects other parts of the bill or resolution, the conferees may recommend amendments to conform with the agreement. In addition, the conferees may also recommend technical amendments to the other parts of the bill or resolution, such as, necessary date revisions, adjusting totals, cross-references, misspelling and punctuation corrections, conflict amendments for bills enacted into law, additional anticipated federal or other flow through funding, and corrections to any errors in the bill or resolution or the title.

The conference committee may reach a compromise and submit a report to both houses of the legislature. If the **conference committee report** is approved by both houses, the bill is enrolled and printed (final copy of a bill in the form as passed by both houses) and presented to the governor. If the conference committee does not reach a compromise, or if the legislature does not accept the conference report, a second conference committee may be appointed.

The same procedures related to approval of other legislation by the governor also apply to appropriation bills, except that the governor has line item veto authority and may disapprove any distinct item or items appropriating money in any appropriation bill. The part or parts approved become law, and the item or items disapproved are void unless the legislature repasses the bill or disapproved item(s) by a two-thirds vote of the members elected to and serving in each house. An appropriation line item vetoed by the governor and not subsequently overridden by the legislature may not be funded unless another appropriation for that line item is approved.

Budget Revisions

Since state departmental budgets are planned well over a year in advance, there may be a need to adjust appropriations during the fiscal year.

As provided in the state constitution, no appropriation is a mandate to spend. The governor, by executive order and with the approval of the appropriations committees, must **reduce expenditures authorized by appropriation acts** whenever it appears that actual revenues for a fiscal period will fall below the revenue estimates on which the appropriations for that period were based. By statute, any recommendation for the reduction of expenditures must be approved or disapproved by both of the appropriations committees within 10 days after the recommendation is made. A reduction cannot be made without approval from both committees. Not later than 30 days after a proposed order is disapproved, the governor may submit alternate recommendations for expenditure reductions to the committees for their approval or disapproval. The governor may not reduce expenditures of the legislative or judicial branches or expenditures from funds constitutionally dedicated for specific purposes.

The legislature may reduce line item appropriations in supplemental appropriation bills.

Expenditure increases for a new program or for the expansion of an existing program cannot be made until the availability of money has been determined and the program has been approved and money appropriated by the legislature.

Each department may request **allotment revisions**, legislative or administrative transfers, or supplemental appropriations. The Department of Technology, Management and Budget must approve revisions to allotments. Transfer of funds within a department are submitted by the Department of Technology, Management and Budget to the house and senate appropriations committees for approval. The legislature and governor act on **supplemental appropriation bills** in a manner similar to original appropriations.

CONSTITUTIONAL EXECUTIVE OFFICERS

ELECTED OFFICERS

(Terms Expire January 1, 2015)

Governor

RICK SNYDER, Ann Arbor

Lieutenant Governor

BRIAN N. CALLEY, Portland

Secretary of State

RUTH JOHNSON, Holly

Attorney General

BILL SCHUETTE, Midland

APPOINTED OFFICERS

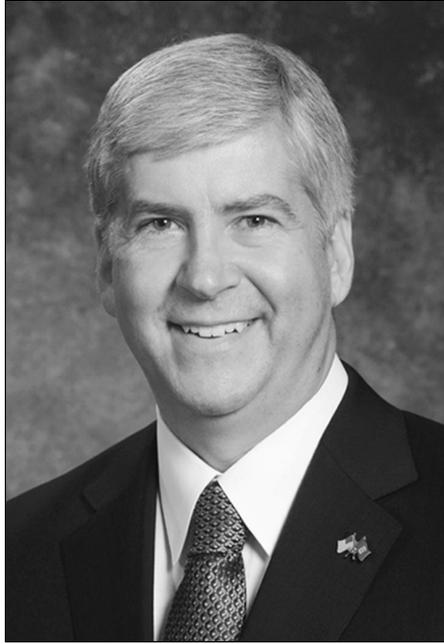
State Treasurer

ANDY DILLON, Redford Township

Superintendent of Public Instruction

MICHAEL P. FLANAGAN,¹ Lansing

¹Appointed Superintendent of Public Instruction by the State Board of Education effective July 5, 2005.



**GOVERNOR
RICK SNYDER**

Richard D. Snyder was sworn in as the 48th governor of Michigan on January 1, 2011.

A successful businessman, Snyder had never sought political office prior to his gubernatorial bid. He successfully ran on the platform of “reinventing” Michigan in order to move the state forward after years of decline. Snyder is the first Certified Public Accountant to be elected governor of Michigan and is the only CPA in the country serving as a governor. His CPA background has been instrumental in Michigan’s turnaround.

In his first two years in office, the governor has used his trademark “relentless positive action” to help restore Michigan’s fiscal integrity, bring fairness to the state’s tax system, and create an environment that attracts more and better jobs to the state while building a strong foundation for the future.

After a decade of economic difficulty, Michigan is the comeback state in the nation. The governor’s plan to reinvent Michigan is working. Since Snyder took office, the state’s economy is at a 10-year high, the budget is balanced and long-term debt is being paid off, more people are working, per-capita income is on the rise, home sales are strong, and more students are prepared for college.

In January 2013 Snyder was elected co-chair of the Council of Great Lakes Governors and is focused on protecting the largest single source of surface freshwater in the world, with a priority of working with neighboring Great Lakes states and provinces to tackle shared challenges and to take advantage of collective opportunities.

Snyder has significant executive leadership experience in the private sector, including serving as chairman and CEO of the computer company, Gateway. He also founded Ann Arbor-based venture capital and investment firms, and an online health and wellness company. He has been actively involved in economic development as well, having served as the first chair of the Michigan Economic Development Corporation and authoring the business plan that became Ann Arbor SPARK — one of the most successful economic development organizations in the country.

A native of Battle Creek, Snyder graduated from Lakeview High School a semester early and went on to earn his bachelor’s degree, MBA and law degree from the University of Michigan — all by the age of 23. He chose to start his career in Michigan as a tax accountant with the Detroit office of Coopers & Lybrand (now PricewaterhouseCoopers) and, within six years, he made partner.

He and his wife, Sue, have one son and two daughters.



**LIEUTENANT GOVERNOR
BRIAN N. CALLEY**

Brian Calley is the second youngest lieutenant governor in Michigan's history.

Before being elected to this position, Calley served two terms in the Michigan Legislature as a state representative. In that role, Calley served as minority vice chair of the House Tax Policy Committee where he worked with lawmakers from both sides of the aisle.

Prior to his time as a state lawmaker, Calley worked 10 years as a community banker and small business lender. He was also elected to the Ionia County Board of Commissioners, serving from 2003 to 2006 as the vice chairman for all four years of his tenure there. Calley graduated from Michigan State University in 1998 with a B.A. in business administration and received his MBA from Grand Valley State University in 2000.

Calley is an active member of the Portland Baptist Church where he is a song leader and pianist as well as serving on the deacon board. His wife Julie teaches Sunday school to middle school age children. Together, they have three young children: Collin, Reagan and Karagan.

Source: <http://www.michigan.gov/calley/0,1607,7-278-57586---,00.html>



SECRETARY OF STATE RUTH JOHNSON

Ruth Johnson was elected as Michigan's 42nd secretary of state in November 2010 and serves as chief motor vehicle administrator and chief election officer for the state's nearly 10 million residents. She also maintains the state's official repository of records and certifies documents as keeper of the Great Seal and is second in line of succession to the governor.

As secretary of state, Johnson has changed the way the Secretary of State's Office does business. First, she reduced lines in branch offices by tripling online services with the launch of ExpressSOS.com.

Secretary Johnson instituted significant election reform measures with the Secure and Fair Elections (SAFE) initiative. New SAFE laws help ensure only qualified voters cast a ballot on Election Day. They close photo ID loopholes, require more transparency and help voters "follow the money" contributed to candidates and committees.

Secretary Johnson has also focused on expanding Michigan's Organ Donor Registry by partnering with advocates. Creative, low-cost measures have allowed a record-breaking one million names to be added to the registry in 2011-2012.

The Secretary of State has championed a special "Veteran" designation on driver's licenses for honorably discharged veterans as well as a new fundraising plate and efforts to ensure veterans have information about benefits they have earned and deserve.

Johnson's efforts are the latest in a distinguished career in public service. As a 3-term member of the Michigan House of Representatives from 1999 through 2004, she served as assistant majority whip. She also helped improve the quality of life in the state through her efforts on the Veterans Affairs, Homeland Security, Education, Health Policy and Transportation Committees. During her time as a legislator, Johnson led investigations into the misappropriation of funds at the Oakland County Intermediate School District that resulted in the conviction of a public official and restored money earmarked for students.

Secretary Johnson has provided innovative and effective leadership at the local government level as well. From 1988 to 1998, she was a member of the Oakland County Board of Commissioners, including six years as vice chairperson. As commissioner, she tackled such issues as putting prisoners to work and instituting countywide performance audits that provide accountability in government. From 2005 through 2010, Johnson served as the first woman elected as clerk/register of deeds for Oakland County, the state's second-largest county.

As clerk/register of deeds, Johnson won 14 national awards for innovative services that improved customer convenience, provided greater transparency and saved tax dollars. Johnson greatly expanded the county's online services. She introduced online marriage license applications, made campaign donation records available over the Internet, and worked with the circuit court to enable virtually paperless court cases and the ability to search and order public court records online. Johnson also implemented reforms to fight identity theft and fraud and began a program that recycled used voting machines into schools to provide kids with a hands-on lesson about voting. A fiscal conservative, she cut more than \$1 million in costs from the county clerk's budget and reduced her staff by 20 percent. She also successfully fought a 700 percent increase in fees proposed by the state.

In 2006, she was a nominee for lieutenant governor in Michigan.

In 2004, the National Federation of Independent Businesses named her a "Guardian of Small Business." Johnson has been a frequent speaker at local Optimist and Rotary Club events, and was a charter member of the Holly Area Optimists. She is a former member of the American Business Women's Association and various chambers of commerce and was chair of the Aging and Social Services Committee as a member of the Michigan Association of Counties.

A lifelong resident of northern Oakland County, Johnson has had a strong work ethic and pioneering spirit since childhood. She started working at age 13 to help her family make ends meet after her father passed away. Through her persistence and determination, she became the first girl to be a newspaper carrier for the *Pontiac Press*, now called the *Oakland Press*.

Secretary Johnson is a graduate of Waterford Township High School and has an associate's degree from Oakland Community College, a bachelor's degree from Oakland University and a master's degree from Wayne State University, with honors. She lives in Holly with her husband, Don Nanney, a small-business owner, and their daughter, Emily.



**ATTORNEY GENERAL
BILL SCHUETTE**

Bill Schuette was elected as Michigan's 53rd Attorney General in November 2010 and took office January 1, 2011.

Bill has extensive experience in both federal and state government and has served Michigan in the executive, legislative and judicial branches of government for three decades.

Bill Schuette's commitment to public service began in 1984 when he was elected to the United States House of Representatives.

At the age of 31, he was one of the youngest Congressmen in America. During his three terms in Congress, Schuette served on the House Budget Committee, the House Agriculture Committee and the Select Committee on Aging.

In 1990, Bill Schuette was Michigan's Republican candidate for the United States Senate.

In January of 1991, Bill was named Director of the Michigan Department of Agriculture. As a member of Governor John Engler's cabinet, his policy responsibilities were diverse, ranging from agribusiness export development to environmental stewardship initiatives for production agriculture.

When Bill was Director of Agriculture, his wife Cynthia and he created the Michigan Harvest Gathering, a food and fund drive to help feed hungry people throughout Michigan. Joining with the Food Bank Council of Michigan, the Michigan Harvest Gathering has raised more than \$8.2 million and 8.5 million pounds of food for Michigan families since 1991.

The Michigan Harvest Gathering has been recognized nationally for its innovative public-private partnership.

In 1994, Bill was elected to the Michigan Senate, representing Michigan's 35th Senate District. During his 8 years in the Senate, Bill served on the Judiciary Committee, the Technology and Energy Committee, and the Gaming and Casino Oversight Committee and was Chairman of the Economic Development Committee and Chairman of the Reapportionment Committee.

In May of 2001, Bill was selected by President George W. Bush to be his Personal Representative to Australian-American Friendship Week. While in Australia on behalf of President Bush, Bill represented the United States in honoring American and Australian service men and women who fought and died during the battle of the Coral Sea, which was a strategic battle in the South Pacific during World War II.

In November of 2002, Bill Schuette was elected to the Michigan Court of Appeals and served for 6 years as one of 28 appellate judges in Michigan. Bill also served as Senior Counsel at the law firm of Warner, Norcross & Judd from 2009 to 2010.

Bill Schuette has been a member of various boards and organizations in his community and throughout Michigan. Currently, he serves as vice president of the Rollin M. Gerstacker Foundation and is a trustee of the Elsa U. Pardee Foundation. Bill is also a Fellow of the Michigan State Bar Foundation.

A native of Midland, Michigan, Bill Schuette graduated cum laude from Georgetown University in 1976, receiving a Bachelor of Science in the Foreign Service. He also studied at the University of Aberdeen in Scotland. Bill earned his law degree from the University of San Francisco in 1979. In 2005, Bill received an honorary Doctor of Laws degree from Northwood University.

Schuette and his wife, the former Cynthia Grebe, are the parents of Heidi and Billy.



**STATE TREASURER
ANDY DILLON**

Andy Dillon is Michigan's 44th State Treasurer after being named as one of Governor Rick Snyder's first appointments. As Treasurer, Andy Dillon is responsible for overseeing changes made to the state's taxation laws, distributing revenue sharing monies, and protecting the credit rating of the state and its local units of governments. In addition, he is charged with managing the retirement funds of Michigan's state police and judges and its state and public school employees.

Andy Dillon has served 3 terms in the Michigan House of Representatives, and was elected by his colleagues to serve as Speaker of the House during his final 2 terms. He is married to Carol Dillon, and together they are proud parents of 4 children, Matt, Jack, Austin, and Teagan.

Prior to achieving elected office, Mr. Dillon served as the managing director of Wynnchurch Capital, vice president of GE Capital, and worked as a financial analyst at WR Grace. In addition, Mr. Dillon practiced law for 7 years after graduating with his law and accounting degrees from the University of Notre Dame, and worked as an administrative assistant to U.S. Senator Bill Bradley.

In the legislature, Speaker Dillon was a leading proponent of energy reform, including expanding Michigan's renewable energy sector, which helped to create thousands of green-collar jobs. During his first term, he was one of the chief architects of the 21st Century Jobs Fund, which was created to diversify Michigan's economy and make the state a magnet for the good-paying jobs of the future. Additionally, under Andy Dillon's leadership as Speaker, he led by example through enacting cost-saving measures such as voluntarily giving up his own legislative health care benefits and voting to reduce his own pay by 10 percent in an effort to help balance the state's budget.

Source: http://www.michigan.gov/treasury/0,1607,7-121-1755_1962-248789--,00.html



**SUPERINTENDENT OF PUBLIC INSTRUCTION
MICHAEL P. FLANAGAN**

Mike Flanagan was appointed State Superintendent by the State Board of Education on May 18, 2005. He directs the Michigan Department of Education; chairs the State Board of Education; and advises the State Board of Education, the Governor, and the state Legislature regarding public education in Michigan.

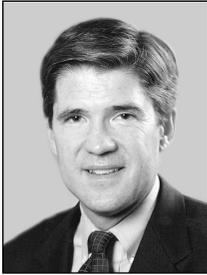
Mike has been a local school superintendent, regional superintendent, and served as the Executive Director of the statewide associations that represent Michigan public school superintendents and intermediate school districts in the state.

For seven years, Mike Flanagan served as the Superintendent of the Wayne Regional Educational Service Agency (RESA). Prior to that, he was Superintendent of the Farmington/Farmington Hills School District in Michigan for five years. He is past chairperson of the Education Alliance of Michigan, a nonprofit coalition of leading parent, business, and education associations; and past president of the National County Superintendents Association.

Superintendent Flanagan has degrees from the University of Notre Dame and Eastern Michigan University. He is married to Anna and has three married children: Mike, Brian, and Christa and grandchildren: Alysha, Ella, Avery, and Will.

Source: http://www.michigan.gov/mde/0,1607,7-140-6530_6526-121770--,00.html

STATE BOARD OF EDUCATION



JOHN C. AUSTIN



MICHELLE FECTEAU



LUPE RAMOS-MONTIGUY



KATHLEEN N. STRAUS



CASANDRA E. ULBRICH



DANIEL VARNER



EILEEN L. WEISER



RICHARD ZEILE

Members

Term expires

JOHN C. AUSTIN, <i>President</i> , Ann Arbor	Jan. 1, 2017
MICHELLE FECTEAU, <i>NASBE Delegate</i> , Detroit	Jan. 1, 2021
LUPE RAMOS-MONTIGUY, Grand Rapids	Jan. 1, 2021
KATHLEEN N. STRAUS, Detroit	Jan. 1, 2017
CASANDRA E. ULBRICH, <i>Vice President</i> , Rochester Hills	Jan. 1, 2015
DANIEL VARNER, Detroit	Jan. 1, 2015
EILEEN L. WEISER, Ann Arbor	Jan. 1, 2019
RICHARD ZEILE, Dearborn	Jan. 1, 2019

ex officio

RICK SNYDER, Governor
MICHAEL P. FLANAGAN, Superintendent of Public Instruction

STATE BOARD OF EDUCATION

Members

The 8 voting members of the **Michigan State Board of Education** are elected at-large on the partisan statewide ballot for 8-year terms. Two are elected every 2 years in the general election. In addition, there are 2 nonvoting, ex officio members — the governor and the state superintendent of public instruction, who is the chair of the board. Any vacancies on the board which occur between elections are filled through appointment by the governor for the remainder of the term.

The state board elects its own officers for 2-year terms. It also selects and appoints the state superintendent of public instruction, who administers the Michigan Department of Education.

The state board of education is at the core of an unusual state education system which seeks to carry out Michigan's long tradition of local control balanced against the overall needs of the people statewide.

Historical Background

The Northwest Ordinance in 1787 encouraged schools and the means of education.

In 1809, nearly 3 decades before statehood, Michigan territorial law directed each judicial district to start schools and collect a tax for them. The **territorial council** made it mandatory in 1829 to divide the townships into school districts and gave the state the right to inspect and supervise schools and to set the length of time each would be open.

Michigan's first constitution, in 1835, created the office of superintendent of public instruction. **John D. Pierce**, a New England clergyman who had come to Michigan as a frontier missionary, was named the first superintendent, becoming the first independent administrator of education under a state constitution in the United States.

Michigan became a state in 1837 and adopted a new constitution in 1850 which formalized the state board of education as a **constitutional body**. The state board of education was created by the Michigan Legislature in 1849 to administer what is now Eastern Michigan University. Many duties were extended to the board over the years, but the current responsibilities were established in the 1963 state constitution.

Constitutional Powers

The state constitution provides:

Leadership and general supervision over all public education, including adult education and instructional programs in state institutions, except as to institutions of higher education granting baccalaureate degrees, is vested in a state board of education. It shall serve as the general planning and coordinating body for all public education, including higher education, and shall advise the legislature as to the financial requirements in connection therewith.

— Constitution of 1963, art. VIII, sec. 3 (in part)

The state board of education exercises its constitutional **duties** of leadership and general supervision over all public education, including adult education and instructional programs in state institutions, except for institutions of higher education granting baccalaureate degrees. It serves as the general planning and coordinating body for all public education and advises the legislature as to the financial requirements for public education.

The state board of education has many direct supervisory duties in connection with local school districts and community colleges and indirect coordinating duties in connection with the 4-year state colleges and universities.

Among their several duties, the state board of education and Department of Education distribute state funds to local school districts; examine and in some cases approve, construction and financial plans of local districts; reimburse schools for certain programs such as school lunches, bus transportation, and remedial and special education; administer federal aid programs; and provide student financial aid. In addition, the state board appoints advisory councils and committees from the education community and general public to investigate, review, or make recommendations.

DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT



JAMIE CLOVER ADAMS, DIRECTOR

Constitution Hall
P.O. Box 30017, Lansing, MI 48909
www.michigan.gov/mda

The Department of Agriculture was established under Act 13 of 1921 and was reorganized under Act 380 of 1965. In January 2011, “rural development” was added to the department’s name. A 5-member Commission of Agriculture and Rural Development, appointed by the Governor, with the advice and consent of the Senate, provides policy development for the department. Commission members are appointed for terms of 4 years.

COMMISSION OF AGRICULTURE AND RURAL DEVELOPMENT

Term expires

DON COE, Traverse City	Dec. 31, 2013
DIANE HANSON, Cornell	Dec. 31, 2014
BOB KENNEDY, St. Charles	Dec. 31, 2014
TREVER MEACHUM, Hartford	Dec. 31, 2015
FRED WALCOTT, Allendale	Dec. 31, 2016



The Department of Agriculture and Rural Development (MDARD) promotes agricultural interests of the state and develops safeguards to protect the public from disease and unsanitary conditions in connection with food production and food handling, product labeling, dairy products, animals, and plants. The department also protects consumers by enforcing laws relating to food safety, standard weights and measures, farm produce storage, and dairy products; inspection and enforcement of animal health; control of plant pests and diseases; and perishable fruits and vegetables.

The department is composed of 7 divisions: Animal Industry, Environmental Stewardship, Executive, Operational Services and Central Licensing, Food and Dairy, Laboratory, and Pesticide and Plant Pest Management.

The **Animal Industry Division** is responsible for programs to control and eradicate reportable contagious, infectious, and communicable diseases of livestock, poultry, and equine and companion animals; controlling contamination from toxic substances; enforcing the humane treatment of animals; and promoting Michigan animal industries.

The **Environmental Stewardship Division** provides assistance and support to soil conservation districts, drainage boards, and land users, enabling them to carry out programs maintaining Michigan’s food and fiber productivity and environmental sustainability, control erosion, protect water quality, and protect groundwater.

The **Executive Office** houses the Office of the Director, who is responsible for policy development, department strategic planning, daily operations and more. The following department functions also fall under the Executive Office: **Office of Agriculture Development, Budget, Emergency Management,**

Communications, Legislative Liaison, and support for the Michigan Commission of Agriculture and Rural Development.

The **Operational Services and Central Licensing Division** administers business processes, including accounting, procurement, facility management, and mail operations. The division also oversees the fiscal data needed to assure the timely, accurate, and efficient use of MDARD resources.

The **Food and Dairy Division** administers programs that enforce laws and regulations governing the safety and wholesomeness of food and food products; regulates the commercial handling of farm produce; administers food sanitation programs; and assures a safe, high-quality supply of dairy products.

The **Human Resources Division**, working under the Civil Service Commission, provides all personnel, labor relations, training programs, and equal employment opportunity services.

The **Laboratory Division** provides analytical, diagnostic, and technical support to the regulatory divisions of the department and to other state and federal agencies. The division also prevents economic fraud and deception in the area of weights and measures, labeling, and advertising. It also regulates the sale and quality of motor fuel.

The **Pesticide and Plant Pest Management Division** administers programs to enforce laws and regulations to prevent the introduction and dissemination of serious plant and bee pests; to prevent the adulteration of animal food, unsanitary grain storage facilities, and misuse of pesticides; and to provide assurance that animal feeds and remedies, fertilizers, seeds, and pesticides are accurately labeled. It also provides for grading, inspection, and certification of fruits and vegetables. The division also administers the Grain Dealers Act and the Farm Produce Insurance Act.

Another key unit of the department is the **Office of Agriculture Development**, which is responsible for promoting and providing market opportunities for the Michigan food and agriculture industry, developing economic opportunities in value-added food processing and in international and new market development, helping develop the economic viability of sustainable agriculture, and assisting the Michigan Economic Development Corporation locate and expand agriculture-related businesses in Michigan.



DEPARTMENT OF ATTORNEY GENERAL



BILL SCHUETTE, ATTORNEY GENERAL

G. Mennen Williams Building
P.O. Box 30212, Lansing, MI 48909
www.michigan.gov/ag

The Attorney General is a constitutional officer, independently elected by the voters of Michigan. The Attorney General is the chief law enforcement officer and chief legal officer and lawyer for the state. The Office of Attorney General predates statehood, having been established by an 1807 territorial act, and it has been preserved in every constitution of Michigan. The Attorney General establishes the official legal position for the state, and may render opinions on questions of law presented by the governor, legislature, or any other state officer. The opinions of the Attorney General are considered binding on all state agencies and officers unless overturned by a court. The Attorney General provides legal counsel to the executive branch of government, and for each officer, department, board, and commission of state government. The Attorney General provides legal representation in court actions, assists in the conduct of official hearings held by state agencies, and defends the State Constitution.

The Attorney General is also the lawyer for the people of the state of Michigan and may intervene in any lawsuit, criminal or civil, when the interests of the people of the state of Michigan so require. The Attorney General advises and supervises prosecuting attorneys throughout Michigan. The Attorney General also possesses certain investigative powers, including the power to investigate allegations of election fraud and complaints for the removal of public officials. The Attorney General may also request grand jury investigations in criminal matters.

By virtue of the office, the Attorney General is a member of various state boards and commissions, including the State Administrative Board, the State Employees' Retirement System Board, the Judges' Retirement Board, the State Police Retirement System Board, and the Michigan Commission on Law Enforcement Standards.

While the Attorney General is responsible for representing the interests of the state as a whole, there is no law that authorizes the Attorney General to provide legal services to private individuals or to appear in court on their behalf.

To assist in the many functions of the department, the Attorney General employs a staff of assistant attorneys general, who must be members of the State Bar of Michigan and who are appointed under Michigan Civil Service Rules. In addition, the Attorney General has a staff of investigators, secretaries, clerical personnel, and paralegals to assist in carrying out the mandate of the office. All of the legal work performed by the assistant attorneys general, including drafting of opinions and legal documents and representation of client agencies, is done in the name of the Attorney General and with the approval of the Attorney General, or the approval of the Attorney General's designee.

The department is organized into 3 bureaus: Criminal Justice, Consumer and Environmental Protection, and Solicitor General. Additionally, the department includes the Prosecuting Attorneys Coordinating Council, an autonomous entity, and the Attorney General serves on its Executive Committee. The Attorney General maintains offices in Lansing, Detroit, and Grand Rapids.



DEPARTMENT OF CIVIL RIGHTS



DANIEL KRICHBAUM, DIRECTOR

Executive Office, Capitol Tower Building
110 W. Michigan Avenue, Suite 800
Lansing, MI 48933
www.michigan.gov/mdcr

The Michigan Civil Rights Commission was created by the Michigan Constitution of 1963 to carry out the guarantees against discrimination articulated in Article I, Section 2. As further stated in Article V, Section 29, the state constitution directs the commission to investigate alleged discrimination against any person because of religion, race, color, or national origin and to “secure the equal protection of such civil rights without such discrimination.” Public Acts 453 and 220 of 1976 and subsequent amendments have added sex, age, marital status, height, weight, arrest record, genetic disposition, and physical and mental disabilities to the original four protected categories.

The Michigan Department of Civil Rights was established in 1965 to provide a staff complement to the policy-making responsibilities of the commission. In 1991, the department was expanded further. During that year, the Michigan Women’s Commission was transferred from the Department of Management and Budget to this agency by executive order. In April 2011, the Asian Pacific American Affairs Commission, the Hispanic/Latino Commission and the Division on Deaf and Hard of Hearing were moved to MCDR, also through executive order.

The Department of Civil Rights enforces the state’s protections against illegal discrimination primarily by investigating discrimination complaints. The department also works to prevent discrimination through programs that promote voluntary compliance with civil rights laws and provides information and services to businesses on diversity initiatives, equal employment law, and procurement opportunities. Staff and allies also work to prevent discrimination through statewide educational initiatives on bullying awareness, eradicating hate crimes, increasing community response to incidents, improving the living and working conditions of migrant and seasonal farmworkers, and through the nascent Michigan Leadership Collaborative on Civil and Human Rights.

The department has offices in Marquette, Grand Rapids, Flint, Detroit, and Lansing. A complaint may be filed at any of the department’s offices, if the alleged discrimination has occurred within the past 180 days.



DEPARTMENT OF COMMUNITY HEALTH



JAMES K. HAVEMAN, DIRECTOR

Capitol View Building
201 Townsend Street, Lansing, MI 48913
www.michigan.gov/mdch

The Michigan Department of Community Health (MDCH) is one of the largest of the executive branch departments. MDCH is responsible for health policy and management of the state's health, mental health, and substance abuse care systems. Services provided by the department include:

Office of Recipient Rights. The Office of Recipient Rights provides direct rights protection and advocacy services to individuals admitted to state psychiatric hospitals and centers for developmental disabilities and assesses and monitors the quality and effectiveness of the rights protection systems in community mental health service programs and licensed private psychiatric hospitals and units.

Office of Services to the Aging (OSA). OSA promotes and enhances the dignity and independence of older persons in Michigan. This office is state government's focal point for issues important to our state's 1.8 million older adults and their caregivers. It allocates and monitors state and federal funds for all Older Americans Act services, including nutrition, community services, a legal hotline, emergency prescriptions, heating assistance, senior education, and care management. The governor appoints the OSA director and members of the Commission on Services to the Aging.

Crime Victim Services. The Crime Victims Services Commission provides compensation and assistance to crime victims.

Health Information Technology. Facilitates and promotes the design, implementation, operation, and maintenance of an interoperable health care information infrastructure in Michigan.

Developmental Disabilities Council (DD Council). The DD Council is established by Executive Order 2006-12 and operates under the authority of the Developmental Disabilities and Assistance Bill of Rights Act of 2000 (DD Act). The fundamental goal of the DD Council is to ensure that people with developmental disabilities have the opportunities and support to achieve their full potential. The council consists of 21 Michigan residents appointed by the governor. It is funded with federal funds and a 25 percent match, mostly at the local level. The federal grant requires that a minimum of 70 percent of those funds be used for advocacy, capacity building, and systemic change activities on behalf of people with developmental disabilities and their families. The council funds pilot or demonstration project grants in communities around the state to promote systemic change.

The program goals include enhancing self-determination, independence, and community inclusion of people with developmental disabilities. The council provides funding and leadership to the statewide regional interagency consumer committees (RICCs), which are the local, community-based advocacy groups empowered to promote local advocacy, community capacity building, and systemic change. This local advocacy assists the council in carrying out its fundamental mandates of the DD Act.

Bureau of Legal and Policy Affairs. The Bureau of Legal and Policy Affairs oversees primary care and access to care initiatives and also contains the Certificate of Need (CON) program and health policy analysis; MDCH's legal office, with responsibilities that include FOIA and HIPAA compliance. This bureau also oversees the EMS and Trauma systems section.

Medical Services Administration (MSA). MSA's primary responsibility is oversight of Michigan's Medicaid program. Medicaid provides medical assistance for low-income residents who meet certain eligibility criteria. The program pays for a broad range of services, such as inpatient and outpatient hospital care, physician visits, drugs, nursing home care, durable medical equipment, and mental health services.

The current Medicaid caseload is over 1.7 million people — the highest ever for the program. Approximately two-thirds of Medicaid beneficiaries are enrolled in managed care.

Medicaid comprises more than two-thirds of MDCH's budget. More than half of the Medicaid beneficiaries receiving services are children.

MSA also administers the MICHild program — a comprehensive benefits package for the children of Michigan's eligible working families.

Operations Administration. The Operations Administration is comprised of the Bureau of Budget and Audit, the Office of Accounting, the Office of Medicaid, and Main Support and is responsible for the overall administration of the department's financial activities.

Public Health Administration. The Public Health Administration is responsible for many aspects of public health policy, including communicable disease surveillance and outbreak investigation; control and prevention of chronic diseases, including cancer, cardiovascular disease, diabetes, and injuries; health statistics compilation and dissemination; HIV/AIDS and sexually transmitted disease prevention and care; and tobacco cessation, immunizations, lead abatement, newborn screenings, and vital records collection and maintenance. The administration also coordinates this work through contracts with 45 local public health departments that serve all the jurisdictions in Michigan.

The Office of Public Health Preparedness (OPHP), the state's frontline response to bioterrorism activity, coordinates the state's bioterrorism response and all hazards emergency planning with the Michigan State Police and State Emergency Operations Center. This office also coordinates emergency planning with all other state agencies.

The Bureau of Family, Maternal, and Child Health serves Michigan residents through the Women, Infants, and Children (WIC) program, Family and Community Health initiatives, and Children's Special Health Care Services Plan programming.

The Public Health Administration also houses the Bureau of Laboratories, which manages one of the nation's best public health laboratories.

Behavioral Health and Developmental Disabilities Administration. The public mental health system in Michigan operates under the authority of the Michigan Mental Health Code (MCL §§ 330.1001 et seq.). The Mental Health and Substance Abuse Administration provides services to people who have a mental illness, developmental disability, or substance abuse problem. Under contracts with the Michigan Department of Community Health, the direct delivery of almost all publicly funded mental health services is undertaken through a system of 46 county-based Community Mental Health Services programs (CMHSPs), operating under contracts with the Michigan Department of Community Health. The CMHSPs provide a single point of entry for accessing the full array of mental health services provided by the public system, including 24-hour emergency services.

This administration directly operates 5 inpatient psychiatric hospitals and centers to supplement the current 59 primary inpatient hospital programs that are part of the CMHSP service network.

The Bureau of Substance Abuse and Addiction Services (BSAAS) administers the state's public substance use disorder network of prevention, treatment, and recovery services. BSAAS provides funds to 16 regional coordinating agencies, which in turn contract with 400 local agencies. Annually, there are 70,000 treatment admissions statewide, and 600,000 people receive a primary prevention service. Major sources of revenue include the federal Substance Abuse Prevention and Treatment Block Grant, Medicaid, and state General Funds. In addition, BSAAS administers the provision of education and prevention and treatment services, including a 24-hour help line, serving over 600 individuals with problem gambling issues.

Office of Health Services Inspector General. Medicaid integrity program audits and investigates Medicaid providers and Medicaid beneficiaries suspected of misusing Michigan's Medicaid program. The DCH IG works to ensure that Medicaid money spent is used for the best care of the beneficiaries.



DEPARTMENT OF CORRECTIONS



DANIEL H. HEYNS, DIRECTOR

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www.michigan.gov/corrections

The Michigan Department of Corrections is one of the principal state departments. Final responsibility for operation of the department rests with the governor, who appoints the director, with the advice and consent of the Michigan Senate. The director serves at the pleasure of the governor and is the department's chief administrative officer. The director has full power and authority in the supervision and control of the department's affairs.

The **Director's Office** includes the Executive Bureau which consists of the Legislative Affairs Section and the Office of Public Information and Communications.

The **Chief Deputy Director** is responsible for development and implementation of the Department's Strategic Plan and assisting the Director in implementing policies and programs critical to the Department's mission. This position oversees the day-to-day operations of the department's three administrations: the Correctional Facilities Administration, the Field Operations Administration and the Operations Support Administration as well as the Internal Affairs Division responsible for investigating allegations of staff misconduct.

The **Correctional Facilities Administration** is responsible for the oversight of all prisons operated by the department, including the reception and classification process, the treatment and transfer of prisoners, and the Special Alternative Incarceration Program. The prisons are divided into 2 regions — the Northern Region and the Southern Region — with each region supervised by a regional prison administrator.

The **Operations Division**, located within the Correctional Facilities Administration, is responsible for providing programming support to the prisons and consists of the Records Administration, the Classification and Placement Section, the Emergency Management Section, the Food Service Section, the Prisoner Reentry Section, the Transportation Section, the Education Services Section, Michigan State Industries, the Performance Audit Specialist, and the Special Activities Coordinator.

The **Field Operations Administration (FOA)** is responsible for providing investigative support, information, and sentencing recommendations to the courts in criminal cases, as well as supervising probationers and parolees following their release from prison. The Field Operations Administration is divided into 2 regions — the Metropolitan Region and the Outstate Region. Each region is headed by a regional administrator responsible for oversight of the field operations for parole and probation within each geographic region.

The **Office of Parole and Probation Services**, located within the Field Operations Administration, consists of the Community Alternatives Section, which is responsible for implementation of the Community Corrections Act and overall planning, monitoring and evaluation of prisoner substance abuse programming, including substance abuse testing; the Offender Reentry Unit, which is responsible for community-based reentry programs and services; the Parole Services Section, which provides investigative support and information to the Parole Board in the parole revocation, supervision and discharge processes; the Program Services Section, which is responsible for oversight of residential reentry programs and facilities, sex offender management, and the Interstate Compact Unit, which implements the Interstate Compact for parolees and probationers;

and the Electronic Monitoring Center, which monitors parolees and probationers on tether and discharged sex offenders for whom electronic monitoring is required.

The **Parole Board**, located within the Field Operations Administration, is composed of 10 members appointed by the director, one of whom is designated as the chairperson. The board is responsible for parole decisions, including establishing the terms and conditions of parole and the processing of cases for reprieve, commutation, and pardon. The Office of the Parole Board provides administrative and support services to the board, including in the parole and lifer consideration process. The Office is also responsible for operation of the crime victim notification process.

The **Operations Support Administration (OSA)** provides oversight of Central Office staff support functions, provides internal organizational support to the department's operational units, and oversees the employee discipline process. OSA is comprised of the following areas:

The **Bureau of Fiscal Management** coordinates the budget development process, financial management, and contract management for the department. This bureau includes the Physical Plant Division, which is responsible for new construction, remodeling and major maintenance programs, fire safety standards, and environmental affairs. This division also provides a mechanism for auditing county jails.

The **Bureau of Health Care Services** is responsible for the coordination and monitoring of health care services for prisoners, including the treatment of seriously mentally ill prisoners. The Chief Medical Officer is responsible for oversight and direction regarding the medical and clinical practice of prisoner health care.

The **Office of Legal Affairs** coordinates communication with the Department of Attorney General regarding legal issues and litigation activities. The FOIA Section coordinates compliance with the Freedom of Information Act; the Policy and Rules Development Section handles policy and administrative rules development; and the Grievance Section coordinates prisoner property reimbursement with the State Administrative Board, coordinating investigations and decisions of third-step prisoner grievances. The Litigation Section is responsible for coordinating litigation against the department or its employees and oversees department compliance with court orders. The Rehearings Section is responsible for the major misconduct and formal hearing process within the department and reviews requests for rehearing from all formal administrative hearings.

Personnel Services provides oversight of all human resource services and equal employment opportunity services provided to department staff by the Civil Service Commission. The Labor Relations Section is responsible for responding to staff grievances and unfair labor practice charges and representation at related conferences, hearings, arbitration and contract disputes.

The **Prison Rape Elimination Unit** is a compliance unit which is responsible for ensuring the department's compliance with the *Prohibited Sexual Conduct Involving Prisoners* Policy Directive. The unit reports data to the United States Department of Justice in regard to prisoner-on-prisoner sexual violence, staff sexual misconduct and staff sexual harassment. Upon implementation of the National Standards to Prevent, Detect, and Respond to Prison Rape, the unit will be responsible to ensure the department's initial and continued compliance with the standards.

The **Office of Research and Planning** provides corrections research, statistical analyses, legislative impact studies, and prisoner population projections in support of strategic and operational planning, and also manages the enterprise-wide automated data systems oversight, development, maintenance and security. In addition, the office responds to emergency and ad hoc requests (from throughout state and federal government, other agencies and organizations, the media and the public) for data, analysis, information, and statistical reporting.

The **Training Division** is responsible for new employee, in-service and leadership training for staff, the recruitment of new employees and the Ordnance Unit.

The **Absconder Recovery Unit** is responsible for locating and arresting escapees, parole violators, and probationers.



DEPARTMENT OF EDUCATION



**MICHAEL P. FLANAGAN,
SUPERINTENDENT OF PUBLIC INSTRUCTION**

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www.michigan.gov/mde

The **State Board of Education** was first provided for in the Constitution of 1850 and currently exists through the provisions of Article VIII, Section 3, of the Constitution of 1963. The state board is composed of 8 members nominated by party conventions and elected at-large for terms of 8 years, with 2 members being elected at each biennial state general election. The governor is authorized to fill vacancies on the state board and also serves as an ex officio member of the state board, without the right to vote. The Superintendent of Public Instruction is appointed by the board for a term to be determined by the board, to serve as its chair, without the right to vote.

MICHIGAN STATE BOARD OF EDUCATION

www.michigan.gov/sbe

Term expires

JOHN C. AUSTIN, Ann Arbor (President)	Jan. 1, 2017
MICHELLE FECTEAU, Detroit (NASBE Delegate).	Jan. 1, 2021
LUPE RAMOS-MONTIGUY, Grand Rapids	Jan. 1, 2021
KATHLEEN N. STRAUS, Detroit	Jan. 1, 2017
CASANDRA E. ULBRICH, Rochester Hills (Vice President)	Jan. 1, 2015
DANIEL VARNER, Detroit	Jan. 1, 2015
EILEEN L. WEISER, Ann Arbor	Jan. 1, 2019
RICHARD ZEILE, Dearborn	Jan. 1, 2019

ex officio

RICK SNYDER, Governor
MICHAEL P. FLANAGAN, Superintendent of Public Instruction, Chair

Michigan State Board of Education

The State Board of Education exercises its **constitutional duties** of leadership and general supervision over all public education, including adult education and instructional programs in state institutions, except for institutions of higher education granting baccalaureate degrees. It serves as the general planning and coordinating body for all public education, including higher education, and advises the legislature as to the financial requirements for public education.

The ***Office of the State Board of Education*** is responsible for supervising, managing, and coordinating all activities of the State Board of Education, including policy development, operations, and communications.

The ***State Board Executive*** is responsible as the legal repository of all State Board of Education activities and records. The State Board Executive prepares all State Board of Education correspondence, expenses, budget, and scheduling; and prepares all State Board of Education meeting agendas, minutes, and follow-up materials.

The ***State Board of Education and Michigan Department of Education's Goal*** is to attain significant and meaningful improvement in the academic performance of all students/children with major emphasis on the persistently lowest achieving schools and students.

The ***Superintendent of Public Instruction*** is appointed by and responsible to the State Board of Education. The superintendent is the principal executive officer of the Department of Education and is a member of the State Administrative Board. The superintendent is the chair and a nonvoting member of the State Board of Education. The superintendent also serves on the Public School Employees' Retirement Board, and the Michigan State Safety Commission. The superintendent is an ex officio member of the State Tenure Commission.

As the principal executive officer of the Department of Education, the Superintendent of Public Instruction is responsible for assisting the State Board of Education in advising the legislature. The superintendent is responsible for the day-to-day management, supervision, and leadership of the department.

Major departmental responsibilities include: certification of educators and providing technical assistance to schools in the areas of education improvement and innovation, special education, grants, transportation, and food programs. The department also operates the Michigan School for the Deaf in Flint.

The ***Office of the Superintendent of Public Instruction*** includes a Deputy Superintendent/Chief Academic Officer; Deputy Superintendent for Administrative and Support Services; Deputy Superintendent for the Office of Great Start (created by Executive Order 2011-8); and the Director of the Office of Public and Governmental Affairs.

The Department of Education also includes the State Interagency Coordinating Council, the Michigan Special Education Advisory Committee, and State Tenure Commission.



DEPARTMENT OF ENVIRONMENTAL QUALITY



DAN WYANT, DIRECTOR

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www.michigan.gov/deq

The **Department of Environmental Quality (DEQ)** is committed to protecting and enhancing Michigan's environment and public health. As leaders in the stewardship of Michigan's environment, the members of this department work on behalf of the people of the Great Lakes state for an improved quality of life and a sustainable future so that future generations can enjoy and utilize the state's resources.

The DEQ was originally created by an executive order issued by then Governor John Engler in 1995, removing environmental functions and programs then administered mostly under the state Department of Natural Resources. Governor Jennifer Granholm recombined the agencies in 2010. Governor Rick Snyder's first executive order (E.O. No. 2011-1) returned the agencies to independent cabinet posts.

The executive order stated that, consistent with Section 3 of Article V of the Michigan Constitution of 1963, the director of the DEQ shall be appointed by and serve at the pleasure of the governor, subject to the advice and consent process. The director functions as the department's chief executive officer, monitors program activities to ensure efficiency and effectiveness of department operations, and ensures that the department's mission, policies, and statutory mandates are met. The director's primary authority flows from the Natural Resources and Environmental Protection Act, 1994 PA 451, as amended, and is authorized by Executive Order 1991-31 to delegate decision-making authorities to appropriate levels within the department.

The DEQ is guided by three main principles: (1) To be a leader in environmental stewardship; (2) to be a full partner in Michigan's economic recovery and development; and (3) to excel at customer service.

The **Office of Legislative Affairs** works as the liaison between the Governor's office, legislators, and stakeholder groups on emerging or changing environmental issues. This office focuses on strengthening the DEQ's relationship with the Legislature and ensuring adequate environmental regulations are in place.

The **Office of Policy** oversees policy development, long-term management strategy, and rule promulgation for the DEQ. In addition to supporting legislative efforts, the office represents the DEQ in interagency initiatives and coordinates work on complex regulatory issues.

The **Administration Division** provides a complete range of financial and administrative support services to the DEQ, including budget development, accounting, expenditure and revenue projections and monitoring, procurement, facilities management, real estate, grants, field operations support, and business operations.

The **Air Quality Division** works with business and industrial air emission sources, as well as the general public, to maintain compliance with state and federal air quality statutes in order to minimize adverse impacts on human health and the environment. Staff identify and reduce existing outdoor air pollution problems and prevent significant deterioration of air quality through air emission control programs, air monitoring, control strategy planning, permit issuance, complaint response, and inspection of air emission sources.

The **Office of Drinking Water and Municipal Assistance (ODWMA)** includes the drinking water, source water protection, operator certification and training, environmental health (public swimming pools, campgrounds, septage, and on-site wastewater), and revolving loan programs. These programs provide regulatory oversight for public water supplies, and support to local health departments. The revolving loan programs provide grant and loan assistance for eligible drinking water, wastewater, and water quality improvement projects.

The **Office of Environmental Assistance (OEA)** implements a number of programs that promote environmental stewardship and enhance customer service related to all programs administered by the DEQ. The primary services provided by the OEA are compliance assistance, pollution prevention, environmental education, permit coordination, financial assistance, incentive programs, training, and outreach. Additionally, the OEA manages metrics, process improvement, and professional development initiatives for the DEQ.

The **Office of the Great Lakes (OGL)** was established in 1985 by the Great Lakes Protection Act as the lead agency within state government to develop policies and programs to protect, enhance, and manage the Great Lakes ecosystem. The OGL focuses on Great Lakes' protection and restoration efforts and reviewing regional requests for diversions of water under the Great Lakes Compact. The OGL implements the state's Coastal Zone Management Program, Areas of Concern Program, and Lakewide Management Plan Program. The director of the OGL also represents the state in a number of binational and interstate organizations, including the Great Lakes Commission and the International Joint Commission's Water Quality Board.

The **Office of Oil, Gas, and Minerals (OOGM)** is responsible for assuring the efficient and orderly development of fossil fuel and mineral resources while protecting the environment, property, and public health and safety. The OOGM oversees the locating, drilling, operating, and plugging of wells used for exploration and production of oil, gas, brine, and other minerals, including wells for underground storage and waste disposal. The OOGM also regulates the development, operation, and reclamation of mines for metallic minerals and dune sand.

The **Office of Waste Management and Radiological Protection (OWMRP)** oversees the solid and hazardous waste programs as well as work related to some radiological materials. Its programs provide regulatory oversight, permit solid and hazardous waste sites, manage scrap tire piles, and regulate transporters of liquid and hazardous waste, as well as medical waste producers. The OWMRP is also responsible for recycling (residential, commercial, and industrial) and finding beneficial uses of waste materials. Activities in the radiological arena include working with nuclear power plants, local emergency responders, and the federal government to assure that Michigan has sufficient resources should there be a release containing radioactive material. The state's radon awareness program is also managed by the OWMRP.

The **Remediation and Redevelopment Division's (RRD)** goal is to create a future where Michigan's contaminated properties are reliably managed and revitalized, thus ensuring the environment is protected. The RRD oversees publicly-funded cleanups and provides technical assistance and financial incentives to private parties and the public to assess, reduce, or eliminate human and environmental risks at contaminated properties throughout Michigan. Facilitating the redevelopment of properties to increase economic vitality; reduce urban sprawl; and provide safe areas for people to live, work, and play are among the RRD's top priorities.

The **Water Resources Division (WRD)** includes land, water management, and pollution control programs addressing the following issues: aquatic nuisance, invasive species, nonpoint source, pretreatment, wastewater discharge (both surface water and groundwater), water management, and water withdrawal. These programs establish water quality standards; issue permits to regulate the discharge of industrial and municipal wastewaters; and monitor state water resources for water quality, the quantity and quality of aquatic habitat, the health of aquatic communities, and compliance with state laws. The WRD also administers programs that help protect sensitive natural resources, including inland lakes and streams, wetlands, floodplains, sand dunes, and the Great Lakes. It is responsible for promoting the best use of these resources for their social and economic benefits and provides technical assistance and regulatory oversight of activities such as dredging or filling of wetlands, streams, and inland lakes; constructing marinas, seawalls, or docks; building in a designated critical sand dune, wetland, or floodplain; and protecting underwater shipwreck resources.



DEPARTMENT OF HUMAN SERVICES



MAURA D. CORRIGAN, DIRECTOR

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The **Department of Human Services (DHS)** assists children, families, and vulnerable adults to be safe, stable, and self-supporting through the distribution of temporary public assistance and service programs in every county statewide. It administers the federal Temporary Assistance for Needy Families (TANF) grant, and the federal Food Assistance Program, as well as other state and federally funded assistance programs, including the Family Independence Program, which is known as cash assistance; State Disability Assistance; State Emergency Relief; and the IV-D Child Support Program. Department staff members also determine eligibility for Medicaid and other medical assistance programs jointly funded by the federal government and the state and administered by the Michigan Department of Community Health.

The department is committed to integrity in the state's welfare system while also meeting its mission to serve the state's vulnerable children, adults, and families. The department is working aggressively to ensure that the state's limited resources are available to those who are truly needy by eliminating fraud, waste and abuse through investigative and preventive measures.

In addition, the department provides other services to children, adults, and families in the state, including those related to children's protective services, adoption, and foster care. The focus is on improving longstanding issues in the state's child welfare system and ensuring permanency for vulnerable children. In July 2011, the department and the national advocacy organization, Children's Rights, modified a 2008 federal lawsuit settlement to establish new benchmarks for reform and strengthen support for families and children in foster care. DHS has made substantial progress in the foster care system since then. The department invested in a new computer system to track child welfare information.

Services to adults include protective services, adult community placement, home help services, and assistance with health, housing, transportation, and educational needs. Family services include referral for employment and training, independent living services providing housing assistance, family planning, counseling, health-related services, volunteer services, refugee assistance, transitional services to youths exiting foster care and out-of-home placement, migrant services, refugee services, Native American services, and domestic violence prevention and treatment programs. These services are designed to help strengthen family life and to help families become self-sufficient and achieve their full potential.

Department staff and contractors deliver a wide range of service programs for families and children of Michigan. They include protective and preventive services for children who are neglected, abused, or exploited, including foster care placement. The agency provides a range of institutional and noninstitutional social services for the care, training, and treatment of neglected and delinquent children committed to the department as state wards and temporary court wards. Such services include casework and counseling, adoption, foster care, and the operation of centers for institutional residential care and group homes. In addition, DHS offers consultation on general child welfare problems to private and public agencies throughout the state and offers services through an interstate compact.

The department also oversees the Bureau of Community Action and Economic Opportunity, Children's Trust Fund, Bureau of Children and Adult Licensing, Michigan Community Service Commission and Disability Determination Service.

The department director is its chief executive officer and is appointed by the governor. The administrative divisions of DHS include the Director's Office, Chief Deputy Director, and directors for Adult and Child Welfare Field Operations, Financial Services, Legal Services, Children's Services and Policy and Compliance.

The DHS director directly oversees a number of areas, including the offices of Communications, Legislative Services and Family Advocate, and the deputy directors for Legal Services and Children's Services.

The chief deputy director has the administrative responsibility for directors responsible for Field Operations, the Bureau of Children and Adult Licensing, Bureau of Technology and Project Services, Office of Human Resources, Bureau of Organizational Services and Policy and Compliance, as well as the Chief Administrative Officer for Financial and Administrative Services. Service delivery through the department's network of field offices is administered through the deputy directors for Adult and Child Welfare Field Operations and the deputy director for Children's Services. The Chief Financial Officer and deputy director for Human Resources administer entities dealing with matters such as personnel, contracts, and child support.

The deputy directors for Adult and Child Welfare Field Operations have administrative responsibility for overseeing the operation of cash assistance programs through local offices and providing all services and assistance payment programs to eligible clients. This component of the department is also administratively responsible for the Child Welfare Training Institute and certain technology programs. The deputy director for Children's Services is responsible for administering child welfare programs in six large counties, as well as administering the program centrally.

The department administers services through a network of county and district offices, staff stationed in hospitals and related facilities, and staff stationed in schools to promote a greater parental involvement in child education and enhance self-sufficiency by establishing a human service delivery within the context of the school building.

The department also includes the State Child Abuse and Neglect Prevention Board, Children's Trust Fund, Michigan Committee on Juvenile Justice, Juvenile Accountability Block Grant ad hoc committee, and Michigan Domestic Violence Prevention and Treatment Board.



DEPARTMENT OF INSURANCE AND FINANCIAL SERVICES



R. KEVIN CLINTON, DIRECTOR

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Created by Executive Order 2013-1, the Department of Insurance and Financial Services (DIFS) assumed the oversight responsibilities of the previous Office of Financial and Insurance Regulation (OFIR) on March 18, 2013. The Department also gained an economic development role dedicated to fostering economic growth in the insurance and financial services industries while protecting Michigan consumers.

Consisting of 350 professionals, the Department of Insurance and Financial Services administers 38 public acts and regulates a variety of individual licensees and entities, including: Blue Cross Blue Shield, HMOs, domestic and foreign insurance companies, banks, credit unions, insurance agents, agencies, adjusters, solicitors and counselors, mortgage licensees and registrants, deferred presentment companies and other consumer finance-related entities.

The Department is composed of 9 program and regulatory offices: Banking, Consumer Finance, Consumer Services, Credit Unions, General Counsel, Insurance Evaluation, Insurance Rates and Forms, Insurance Licensing and Market Conduct, and Policy.

The **Office of Banking** is responsible for the safety and soundness review of state-chartered banks and BIDCOs.

The **Office of Consumer Finance** is responsible for the licensing, regulation, and examination of entities and individuals doing business under various Michigan consumer finance statutes, including mortgage brokers, lenders, and servicers, mortgage loan originators, money transmitters, deferred presentment providers, direct loan companies, motor vehicle installment sellers and sales finance companies, and other consumer finance providers.

The **Office of Consumer Services** is responsible for managing consumer information and outreach, inquiries, and complaints; investigations of insurance agents/entities; web development and maintenance; forms development; and overseeing the communication center which serves as the initial point of contact for all incoming calls and visitors.

The **Office of Credit Unions** is responsible for the regulation, examination and supervision of Michigan state-chartered credit unions. The office is also responsible for processing corporate applications filed by depository financial institutions.

The **Office of General Counsel** is responsible for providing legal advice and representation to the Director and DIFS staff with respect to: enforcement actions, formal administrative hearings, orders, rules, statutes, regulations, bulletins, declaratory rulings, health benefit claims, and special projects; and processing PRIRA appeals. The general counsel serves as FOIA coordinator, represents the Director on the State Employees Retirement System board, and acts as liaison with the Attorney General and other state/federal agencies.

The **Office of Insurance Evaluation** is responsible for all aspects of monitoring and regulating the financial condition of risk bearing insurance entities including: the processing of applications for licensure filed by insurance companies; on-site financial examinations of domestic insurance companies; ongoing financial monitoring of licensed insurance companies and working with insurance companies reporting negative trends to take appropriate corrective measures. The office is also responsible for the licensing, monitoring and examination of captive insurers.

The **Office of Insurance Rates and Forms** is responsible for enforcing Michigan insurance statutes and regulations pertaining to rates and forms submitted by insurance companies and other licensed entities.

The **Office of Insurance Licensing and Market Conduct** is responsible for licensing individual and agency insurance producers, solicitors, counselors, risk retention groups, purchasing groups, reinsurance intermediaries and third party administrators. The office is also responsible for market conduct reviews of insurers and audits of insurance agents/entities.

Office of Policy is responsible for developing and implementing regulatory policy, performing research and analysis of regulatory related issues and handling legislative matters.

Another key unit of the department is the **Economic Development Unit** which will serve in an advisory role to the Director on the economic viability and expansion of the insurance and financial services industries in the state.



DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS



STEVE ARWOOD, DIRECTOR

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www.michigan.gov/lara

The **Department of Licensing and Regulatory Affairs (LARA)** is reinventing Michigan's licensing and regulatory environment, making it more conducive to business formation and job growth.

LARA has 4 primary focuses: (1) The Office of Regulatory Reinvention (ORR); (2) Licensing and Regulatory; (3) The Michigan Administrative Hearing System; and (4) Employment Security and Workplace Safety.

LARA oversees the licensing and regulation of more than 1.2 million Michigan individuals and entities in 90 professions on an annual basis. It supports the health, safety, and economic well-being of the public through services to, and regulation of, the activities of organizations and individuals.

This department is customer driven and business minded. This new emphasis on streamlined government will contribute significantly to the overall goal of long-term economic success for Michigan.

Corporations, Securities and Commercial Licensing, Bureau of (CSCL)

The Corporations, Securities and Commercial Licensing Bureau performs the public facing duties of helping to grow business activity in Michigan through the Corporations Division, and by protecting the health, welfare, and safety of Michigan citizens through regulatory and licensing functions of the Securities, Licensing, and Enforcement divisions.

Communications, Office of

This office ensures that key information is communicated to both the internal and external customers of the Department of Licensing and Regulatory Affairs.

- *Media and Public Relations, Division of* — The Division of Media and Public Relations responds to inquiries from the news media, issues news releases about important developments in programs and services, and provides public information and news of internal departmental events and policies.
- *Media Technology, Division of* — The Division of Media Technology provides graphic art, publication and forms design services; enhanced audio-visual support, public service announcements (PSAs) and video production.

Construction Codes, Bureau of (BCC)

BCC is responsible for building, boiler, electrical, elevator, mechanical, land survey and remonumentation, manufactured housing, plan review, and plumbing regulation. The State Boundary Commission within the bureau is responsible for adjudicating many types of municipal boundary adjustments.

Employment Relations, Bureau of (BER)

BER resolves employer/union conflicts by mediating disputes, conducting elections, appointing neutrals to resolve impasses; enforcing statutes, education, and training.

Finance and Administrative Services, Office of

The Office of Finance and Administrative Services provides the full range of financial and day-to-day support activities for all LARA employees: budget development and monitoring; accounting services including federal reporting; procurement services; and office services. It also includes an Audit and Financial Compliance Unit that provides oversight of LARA's audit and internal control compliance and fiscal monitoring.

Fire Services, Bureau of (BFS)

BFS serves training needs of Michigan firefighters and reviews plans and inspects state-regulated facilities for fire and life safety.

- *Aboveground and Underground Storage Tank Program* — This program is responsible for protecting the public health, environment and natural resources of Michigan from releases and fire safety hazards associated with storage tanks.
- *627 Tank Truck Program* — Rule 627 Tank Truck Test Program: Act 451 of 1994, Part 55 requires that all delivery vessels perform a pressure/vacuum test annually. The administration of Rule 336.1627, delivery vessels, specifically the acceptance and verification of documentation requirements described in U.S. EPA Method 27 is performed by the Department of Licensing and Regulatory Affairs.

Health Care Services, Bureau of (BHCS)

The Bureau of Health Care Services regulates health professionals in Michigan who are licensed or registered. This bureau also deals with licensing of health care and long-term care facilities and related issues in Michigan.

- *Health Facilities Division* — The Health Facilities Division oversees a number of state and federal licensing and certification programs for health care providers in Michigan. Hospitals, psychiatric facilities, hospice care facilities, freestanding surgical outpatient facilities (FSOF), rehabilitation facilities, and portable x-ray machines are also licensed by the Health Facilities Division. In addition, this division certifies ambulatory surgical centers (ASC), dialysis centers, and home-health centers.
- *Health Professions Division* — The Health Professions Division, in conjunction with state licensing boards, regulates over 400,000 health professionals in Michigan who are licensed, registered, or certified under Articles 7 and 15 of the Michigan Public Health Code and pharmacy-related facilities. The Health Professions Division also oversees the Michigan Medical Marihuana Program, the Michigan Automated Prescription System (MAPS) Program, and the Health Professional Recovery Program.
- *Long Term Care Division* — The Long Term Care Division is responsible for assuring that residents in Michigan's 440 nursing homes receive the highest quality of care and quality of life in accordance with all state and federal requirements. Survey and certification activities assure that vulnerable nursing home residents are protected from abuse, neglect, misappropriation of personal property, and inadequate or inappropriate care and services. The Long Term Care Division includes the Complaint and Allegations Section, responsible for receiving and responding to consumer complaints and facility-reported incidents. Administrative functions related to data management, staff and provider training, and enforcement are located within the Long Term Care Division. Additionally, the Nurse Aide Registry Program and the Long Term Care Workforce Background Check Program are overseen within the Long Term Care Division as well.

Human Resources, Office of

The office provides a full range of human resources services for all LARA employees.

Michigan Administrative Hearing System (MAHS)

MAHS centralizes state government functions related to conducting administrative hearings including the following:

- *Michigan Compensation Appellate Commission* — As an appellate level quasi-judicial body, the Commission is the final administrative step of the unemployment compensation and worker's compensation cases.
- *Michigan Tax Tribunal* — The Michigan Tax Tribunal is a tax court with original and exclusive jurisdiction over property tax issues. Like other courts, the Tax Tribunal conducts hearings and renders written decisions based on the evidence submitted.
- *Qualifications Advisory Committee*

- *Workers' Compensation Board of Magistrates* — This board provides prompt and fair adjudication of injured workers' contested cases and adjudication of any other disputes that arise under the Workers' Disability Compensation Act.

Michigan Liquor Control Commission (MLCC)

The MLCC provides comprehensive screening process services when issuing liquor licenses. Liquor sales revenues go into the state's general fund and provide grants to cities for fire protection, substance abuse programs, convention facilities, school aid, and local governments.

Michigan Occupational Safety and Health Administration (MIOSHA)

MIOSHA protects Michigan workers by promoting workplace safety and health through outreach training services, fair enforcement, and cooperative agreements.

- *Wage and Hour Division* — This division administers the laws that protect the wages and fringe benefits of Michigan's workers.

Michigan Public Service Commission (MPSC)

The MPSC regulates utilities, energy, natural gas, telecommunications and transportation services; administers energy grants; and provides consumer information.

- *METRO Authority* — This agency assesses and collects fees from telecommunication providers to distribute to municipalities.

Policy and Legislative Affairs, Office of

This office maintains contact with lawmakers to advocate for changes in laws that affect LARA programs.

Regulatory Reinvention, Office of

The Office of Regulatory Reinvention works with the various departments of state government to amend duplicative, obsolete, unnecessary, or unduly restrictive rules.

Services for Blind Persons, Bureau of (BSBP)

BSBP helps more than 4,500 blind and visually impaired individuals annually to achieve employment and independence, and helps employers to find and retain qualified workers. BSBP serves people of all ages.

Unemployment Insurance Agency (UIA)

UIA provides temporary income to jobless workers while they are seeking employment.

Workers' Compensation Agency

This agency administers and enforces the Workers' Disability Compensation Act, which provides wage replacement and medical and vocational rehabilitation benefits to people with work-related injuries and disabilities.



DEPARTMENT OF MILITARY AND VETERANS AFFAIRS



**MAJOR GENERAL GREGORY J. VADNAIS, DIRECTOR/
ADJUTANT GENERAL OF MICHIGAN**

Headquarters Building
3411 N. Martin Luther King Jr. Boulevard, Lansing, MI 48906
www.michigan.gov/dmva

The **Department of Military and Veterans Affairs**, also known as the state military establishment, has 3 primary missions: to execute the duties required by various statutes and the Governor, to administer state-supported veterans programming, and to assist both state and federal authorities with military preparedness. The Michigan Army and Air National Guard constitute the armed forces of the state and serve under the orders of the Governor as commander-in-chief. The Governor appoints an adjutant general to serve as commanding general of the Michigan National Guard and as director of the Department of Military and Veterans Affairs.

The primary military mission of the department is to recruit, train, and maintain the Michigan Army and Air National Guard as reserve components of the United States Army and Air Force for **federal mobilization**.

The **state military mission** of the department is to train and maintain National Guard forces for the protection of life and property of Michigan citizens in natural disasters and the preservation of peace, order, and public safety.

The Department of Military and Veterans Affairs provides **support services** for the approximately 11,000 military personnel constituting the Michigan National Guard. Approximately 3,000 full-time employees (state and federal) are assigned to various divisions, sections, and units located across the state, including 43 armories; 3 air bases (Selfridge Air National Guard Base, Alpena Combat Readiness Training Center, and Battle Creek Air National Guard Base); 19 maintenance shops; the 146,000-acre military reservation at Camp Grayling; and the 7,500-acre Fort Custer Training Center in Augusta.

The department, through the **Veterans Affairs Directorate**, provides executive oversight and coordination for state veterans programming. Operations encompass the Grand Rapids and D.J. Jacobetti (Marquette) Veterans Homes, the Michigan Veterans Trust Fund and the administration of annual legislative grants to veterans service organizations to help their service officers assist veterans in processing claims with the federal government.



DEPARTMENT OF NATURAL RESOURCES



KEITH CREAGH, DIRECTOR

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www.michigan.gov/dnr

The **Department of Natural Resources (DNR)** is committed to the conservation, protection, management, use and enjoyment of the state's natural and cultural resources for current and future generations — a role it has embraced since the creation of Michigan's original Conservation Department in 1921.

In early 2011, Governor Rick Snyder issued Executive Order 2011-1, which abolished the Department of Natural Resources and Environment (created a year earlier by former Governor Jennifer M. Granholm) and forming “new” individual agencies: the Department of Natural Resources and the Department of Environmental Quality. In making the announcement, Governor Snyder said that by operating as separate departments, each would be better able to focus on its core mission.

“Michigan is blessed with an abundance of natural resources and we need to be a leader and innovator in protecting these resources,” Governor Snyder said. “Recreational fishing, hunting and boating activities alone contribute more than \$3 billion annually to our economy. Separating the DEQ and DNR means we can better address these key priorities.”

An earlier executive order (2009-45) issued by Governor Granholm stated that, consistent with Section 3 of Article V of the Michigan Constitution of 1963, the director of the DNR shall be appointed by the governor, subject to disapproval under Section 6 of Article V of the Michigan Constitution of 1963, and shall serve at the pleasure of the governor. The director functions as the department's chief executive officer, monitors program activities to ensure efficiency and effectiveness of department operations, and ensures that the department's mission, policies and statutory mandates are met. The director's primary authority flows from the Natural Resources and Environmental Protection Act (Act 451 of 1994, as amended) and is authorized by Executive Order 1991-31 to delegate decision-making authorities to appropriate levels within the department.

DNR divisions, programs and offices are housed within two main bureaus (Natural Resources and Administration), while some other positions report directly to the department director.

Natural Resources Bureau

The **Natural Resources Bureau** includes the Fisheries Division, the Forest Resources Division, the Law Enforcement Division, the Parks and Recreation Division, the Wildlife Division and the Minerals Management Section.

The **Fisheries Division** (www.michigan.gov/fishing) is mandated to protect and manage the state's aquatic resources, including fish populations, other aquatic life and aquatic habitat, which are held in trust for all Michigan citizens. The division promotes the wise use of these resources for the benefit of current and future generations.

Michigan offers a wealth of fishing opportunities with its two peninsulas that touch four of the five Great Lakes. The state is blessed with more than 11,000 inland lakes and 36,000 miles of rivers

and streams. Michigan has 3,000 miles of freshwater shoreline — more than any other state — and more total shoreline than any state except Alaska. In Michigan, you're never more than 85 miles from one of the Great Lakes. In April 2011, *Field & Stream* magazine's "FlyTalk" blog ranked Michigan as the top fly-fishing state in the nation, basing on factors including all-around opportunities, angler-friendly environment and cultural affinity to fly-fishing.

Fish populations and other forms of aquatic life are monitored and studied by biologists, who strive to ensure their long-term protection while keeping fishing in Michigan among the nation's best. Up to 14 fish species are hatched and reared at six state hatcheries, which have state-of-the-art facilities to produce fish of very high quality. These fish are stocked annually into designated public waters throughout the state to maintain or improve fish populations. Michigan ranks sixth in the nation in fishing with 1.1 million licensed anglers who annually contribute \$2 billion to Michigan's economy.

The **Forest Resources Division** (www.michigan.gov/forestplan) protects, manages and guides the use of a healthy forest resource base for the social, recreational, environmental and economic benefit of current and future generations. Michigan has one of the largest dedicated state forest systems in the nation, spanning nearly 4 million acres. This division sustainably manages the state forest system for many objectives, including timber production; providing a stable source of timber for industry; recreation opportunities; wildlife habitat; and resource protection. The Forest Resources Division also provides wildfire protection for public and private land across the state.

The **Law Enforcement Division** (www.michigan.gov/conservationofficers) is home to Michigan's conservation officers. Its mission is to protect Michigan's natural resources and environment, and the health, safety and enjoyment of the public through effective law enforcement and education. Conservation officers are state-licensed law enforcement officers with authority to administer all the criminal/civil laws of Michigan. While their primary duties focus on enforcing regulations for outdoor recreation activities, such as off-road vehicle use, snowmobiling, boating, hunting and fishing, they also engage in providing traditional law enforcement assistance, when needed, to local communities across the state. They, along with other support staff within the Law Enforcement Division, handle an array of other responsibilities, including education, recreational safety and public outreach. The division also provides investigative and enforcement services and coordinates emergency management and homeland security responsibilities for the department.

The **Parks and Recreation Division** (www.michigan.gov/stateparks) protects, preserves, acquires and manages Michigan's state parks, recreation areas, cultural and historic resources, trails, state forest recreation and more than 1,100 boating access sites. It also operates 17 state harbors and partners with 63 locally operated, public harbors that make up the Harbors of Refuge system. Michigan's 101 state parks and recreation areas host more than 22 million visitors annually and are a big attraction for Michigan's tourism industry, contributing \$650 million to the state's economy in day use and camping alone.

The Recreation Passport (www.michigan.gov/recreationpassport), introduced October 2010, provides a new way to sustainably fund programs for state parks, forest recreation, state trails and historic and cultural resources, and provides park development grants to local communities. Priced at just \$11 per vehicle (\$5 per motorcycle) and available for purchase to Michigan motorists when renewing their annual license plate registrations, the Recreation Passport replaced the window sticker for entry into all Michigan state parks, recreation areas and boat launches, making it easier and more affordable for people to enjoy and support outdoor recreation opportunities in Michigan.

The **Wildlife Division's** (www.michigan.gov/wildlife) mission is "to enhance, restore and conserve the state's wildlife resources, natural communities and ecosystems for the benefit of Michigan's citizens, visitors and future generations." The conservation of more than 400 species of animals — the birds and mammals that sustain our state's hunting heritage, as well as nongame wildlife, including threatened and endangered plant and animal species, is part of that mission. In addition, the Wildlife Division co-manages the state forests with the Forest Resources Division and directly administers approximately 400,000 acres of state game and wildlife management areas. Biologists make sound, science-based recommendations on hunting regulations, habitat management, and public hunting access, and protect more than 340 threatened and endangered plant and animal species.

Michigan is among the top states in the nation in almost every hunting category with more than 750,000 licensed hunters contributing \$1.3 billion annually to the state economy, while Michigan's wildlife watchers spend \$1.62 billion. The Nongame Fish and Wildlife Fund, supported through donations and the purchase of the Michigan Wildlife Habitat license plate, supports natural heritage research, education and habitat restoration projects to identify, protect, manage, and restore native plant and animal species.

The **Minerals Management Section** administers 6.4 million acres of Michigan's mineral estate, which includes leasing the rights to explore for state-owned metallic, nonmetallic, oil and gas minerals, and underground natural gas storage areas. These leases annually contribute between \$40 million and \$60 million to Michigan's State Parks Endowment Fund for parks improvement, and to the Game and Fish Protection Trust Fund for game and fish management. Until the constitutionally mandated cap was reached in May 2011, these revenues were also deposited into the Michigan Natural Resources Trust Fund for recreational land acquisition and development grants that continue to be issued today.

Minerals Management also provides geological and mineral resource evaluation services for department land transactions; oversees public safety repair needs for the state-owned abandoned underground mine inventory; and works closely with other state agencies, industry and environmental groups, and the public on matters related to these vital natural resource-based economies.

Administration Bureau

The **Administration Bureau** includes the Finance and Operations Division, the Marketing and Outreach Division, the Michigan Historical Center, the Office of Legal Services and the Technology Section.

The **Finance and Operations Division** provides a complete range of financial and administrative support, including budget and financial services, facilities management, real estate, grants management, purchasing, field operations support and business operations. This division is heavily involved in customer service efforts for both internal and external customers.

The **Marketing and Outreach Division** provides an array of services, including hunter and angler recruitment and retention, communications, website administration, license sales customer systems, marketing, and educational programs for all ages and experience levels. The division's efforts are chiefly designed to find creative, new ways to get more Michigan residents and visitors outside, enjoying our state's unmatched natural spaces, and taking advantage of a growing variety of recreation opportunities.

The **Michigan Historical Center's** (www.michigan.gov/michiganhistory) museum and archival programs help people discover, enjoy and find inspiration in their heritage. The center includes the Michigan Historical Museum, 10 regional museums, the Thunder Bay National Marine Sanctuary and Underwater Preserve, and the Archives of Michigan. These educational, interactive sites annually welcome more than 380,000 visitors of all ages, including 60,000 schoolchildren who explore MHC's flagship museum in Lansing every year. The center also includes the Michigan Freedom Trail Commission; the Michigan Historical Commission; the Michigan Historical Marker program; the Michigan Iron Industry Museum Advisory Board; the Michigan State Historic Records Advisory Board; and Seeking Michigan (www.seekingmichigan.org), an evolving website bringing even more people in touch with the stories of Michigan's families, homes, businesses, communities and landscapes as told by unique, digitized source documents, maps, films, images, oral histories and artifacts.

The **Office of Legal Services** is the department's liaison to the Office of Attorney General for litigation involving state properties, employees and natural resource-related injuries. The office also provides guidance in response to Freedom of Information Act (FOIA) requests and assists in drafting and updating department policies and procedures, administrative rules and DNR director's orders for land use, fisheries and wildlife conservation. The office also maintains original, signed memoranda of understanding (MOUs) and other interagency agreements and makes recommendations on contract and grant agreement language.

The **Technology Section** provides central coordination for all of the department's information-technology (IT) activities. It serves as the single point of contact in working with the Department of Technology, Management and Budget to address department IT priorities, status and needs. This includes critical work on long-term planning, funding and initiatives; development and maintenance of applications; addressing and resolving network issues; and completing inventories. The Technology Section is also responsible for compliance with data privacy and security standards, IT data storage limitations, Internet connectivity and email usage and storage.

The DNR also encompasses several individuals, entities, offices, committees and commissions that help preserve, promote and interpret Michigan's natural, historic and cultural resources and provide essential support and guidance to the above-referenced programs. They include:

The **Tribal Coordination Office** works to develop and sustain positive and mutually beneficial, cooperative relationships with native Michigan tribes, with emphasis on the natural resource provisions of the 1842 Treaty and the 1836 Treaty, with its associated Great Lakes and Inland Consent Decrees.

The **Upper Peninsula Regional Office** serves to represent the department and director in the Upper Peninsula by working closely with stakeholders, media outlets, community organizations, local units of government, elected officials and the public to build awareness and understanding of department policies and programs, natural resource-related issues and outdoor recreation opportunities.

The **Public Information Office** works closely with the executive office and department divisions to coordinate the communication of core DNR messages on a statewide basis to a variety of audiences, serves as primary contact for media representatives, and partners in the marketing of department initiatives, programs and services — all in an effort to strengthen the public's connection to Michigan's natural and cultural resources.

The **Policy and Legislative offices** focus their efforts on administrative rules and regulations and emerging natural resources issues, strengthening the department's relationship with the Legislature, helping to evaluate and set department policy, and assisting the director and management team with strategic planning, implementation of department priorities, and special assignments.

The **Michigan Natural Resources Commission** (www.michigan.gov/nrc) is a seven-member public body whose members are appointed by the governor and subject to the advice and consent of the Senate. The NRC's primary authority flows from the Natural Resources and Environmental Protection Act (Act 451 of 1994, as amended). This act codified nearly 200 applicable statutes, many dating back to the 1800s. Voter adoption of Proposal G in 1996 vests exclusive authority in the NRC to regulate the taking of game. Residents are encouraged to attend and become actively involved in the commission's regularly scheduled public forums.

The **Michigan Natural Resources Trust Fund** (www.michigan.gov/dnr-grants) was created in 1976, thanks to a forward-thinking state Legislature, to create a sustainable funding source for the acquisition and development of public outdoor recreation opportunities in Michigan. Funds for these grants are derived from interest paid on the proceeds of oil and gas sales on state-managed land — thus trading one non-renewable resource for another. Applications for Trust Fund grants are available to local and state governments. Projects are encouraged to provide universal accessibility for all types of public recreation. The Trust Fund board of trustees is a five-member body, appointed by the governor, to review applications and make recommendations for development projects and land acquisitions. The list of projects is then reviewed and approved by the Legislature and the appropriation of dollars is signed by the governor before projects are started. The Trust Fund has, in large part, been responsible for helping to create Michigan's enviable trail system and local and state park systems. It has, to date, awarded more than \$988 million toward land acquisition and public outdoor recreation development projects in every county throughout Michigan.

The **Mackinac Island State Park Commission** is an autonomous entity with authority to acquire, construct, maintain and improve property related to the historic Straits of Mackinac. The commission was formed in 1895 and is responsible for all aspects of managing Mackinac State Historic Parks (www.mackinacparks.com). It meets approximately five times a year and is made up of seven members appointed by the governor and confirmed by the Senate. Commissioners serve six-year terms.

Additionally, there are several committees and councils that advise the department. These include (but are not limited to):

- Michigan Snowmobile and Trails Advisory Council
- Waterways Commission
- Upper Peninsula Citizens' Advisory Councils

Learn more about all of the DNR's many advisory bodies by visiting www.michigan.gov/dnr, choosing "About the DNR" and then selecting "Commissions, Boards and Committees."



DEPARTMENT OF STATE



RUTH JOHNSON, SECRETARY OF STATE

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www.michigan.gov/sos

The **Department of State** is the oldest department of Michigan state government and is administered by the Secretary of State. Elected to a 4-year term, the Secretary of State is a member of the executive branch of government and has constitutional as well as statutory duties. Secretary Johnson's initiatives include improving customer service, expanding online services and election reform.

In the event of concurrent vacancies in the office of governor and lieutenant governor, including absence from the state, the Secretary of State serves as governor. The Secretary of State is the chief elections officer of Michigan and is a voting member of several state boards and commissions, including the State Administrative Board, the Governor's Traffic Safety Advisory Commission, and the Michigan Truck Safety Commission.

The department serves the citizens of Michigan with programs designed to administer driver and vehicle systems, enhance traffic safety, protect consumers, ensure integrity of records maintained, and oversee the statewide elections process. It also is responsible for maintaining the state's organ donor registry. The department also maintains many important records of state and local government, including state statutes and commercial financing statements; administers the notary public program; and operates the Office of the Great Seal, which provides the highest level of document certification in the state.

The department is home to three administrations. The **Customer Services Administration (CSA)** is comprised of the Bureau of Branch Office Services, the Bureau of Driver and Vehicle Programs, the Office of Customer Services, the Department of State Information Center and the Office of Program Support and Development. The Bureau of Branch Office Services operates a network of branch offices providing driver's licensing, vehicle titling and registration, and voter registration services. The Bureau of Driver and Vehicle Programs manages and oversees driver and vehicle records maintenance activities; automotive business licensing and regulation; and driver licensing, assessment and education. The Office of Customer Services oversees Uniform Commercial Code services and serves International Registration Plan vehicle owners. The Department of State Information Center provides information about Secretary of State programs and services. The center also oversees driver and vehicle record sales and the distribution of the annual jury listing to Michigan counties.

The **Department Services Administration (DSA)** provides coordination and support to the agency in the areas of administration, finance, technology, project management, human resources, employee development, regulatory monitoring, investigation, information security and occupancy management. It facilitates the strategic vision, direction, and support for the Secretary of State's high-priority programs to ensure continued innovation, modernization and effective use of resources. The DSA includes the Bureau of Information Security, the Regulatory Monitoring Division, the Office of Technology and Project Services, the Office of Human Resources, the Office of Occupancy Services and the Office of Financial Services.

The **Legal Services Administration (LSA)** offers legal counsel to the Secretary of State and oversees the Administrative Hearings Section.



DEPARTMENT OF STATE POLICE



COLONEL KRISTE KIBBEY ETUE, DIRECTOR

333 S. Grand Avenue
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www.michigan.gov/msp

The **Michigan Department of State Police** began as a temporary, wartime emergency force for the purpose of domestic security during World War I. On April 19, 1917, Governor Albert Sleeper created the Michigan State Troops, also known as the Michigan State Constabulary. This new force consisted of 5 troops of mounted, dismounted, and motorized units, totaling 300 men. Public Act 26 of 1919, and Public Act 59 of 1935, reorganized the Michigan State Constabulary as the permanent, peace-time Michigan State Police (MSP). When Michigan citizens adopted a new constitution authorizing up to 20 state departments, Public Act 380 of 1965 established the MSP as one of these departments. Today, the MSP consists of more than 2,500 enlisted and civilian employees.

The director of the MSP holds the rank of colonel and is appointed by the governor. The director serves as State Director of Emergency Management and as Michigan's Homeland Security Director. In addition, either the director, or his/her designee, is a member of the Michigan Homeland Protection Board, Michigan Public Safety Interoperability Board, State 9-1-1 Committee, Governor's Traffic Safety Advisory Commission, and Michigan Truck Safety Commission.

According to MCL 28.6, enlisted members of the MSP "...may serve and execute all criminal and civil process, when directed to do so by the Governor or the Attorney General, in actions and matters in which the state is a party." In addition to the department's responsibility for directly providing general police services statewide, the MSP is statutorily mandated to provide traffic patrol on freeways and state trunk lines. The MSP also has hundreds of other significant statutory responsibilities in areas such as crime reporting, traffic safety, and forensic science.

The MSP is a full-service law enforcement agency providing over 60 different services either directly to citizens or in support of other law enforcement agencies. The department's organizational goals are to:

- Provide statewide policing to enhance public safety;
- Invest in its employees by providing the highest quality training and technology;
- Enhance customer service by building on the department's foundation as a service organization.

The uniform troopers of the State Police perform a full range of law enforcement services including traffic patrol, the investigation of crimes, deterring criminal activity, and the apprehension of criminals and fugitives. In addition, MSP detectives conduct investigations in specialized fields such as homicides, fraud, felonious assault, and criminal sexual conduct. MSP motor carrier officers perform commercial motor vehicle enforcement and safety initiatives statewide.

The MSP has a variety of specialized teams that each receive advanced training and equipment and are available to assist other law enforcement agencies. These teams include the Bomb Squad, Canine Unit, Underwater Recovery Unit, Aviation Unit, and Emergency Support Team. In addition, the MSP provides leadership for over 20 multijurisdictional teams in areas such as narcotics, auto theft, computer crimes, and cold cases. Specialized detectives provide expert investigation in complex areas such as identity theft, tobacco tax, and methamphetamine.

The MSP provides 24-hour forensic science services from 7 regional laboratories to all police agencies in the state. Each laboratory meets the FBI's Quality Assurance Standards and is accredited

by the American Society of Crime Laboratory Directors. In addition to crime scene response and processing, the laboratories provide analysis in the areas of bombs and explosives, firearms and toolmarks, drugs, toxicology, trace evidence, questioned documents, and bloodstain patterns.

In 2011, the MSP established the Biometrics and Identification Division. This division provides secure identification of individuals through emerging biometric technologies, administers and fosters the exchange and comparison of DNA samples between violent crime arrestees and investigations; processes and maintains records for the Automated Fingerprint Identification System (AFIS); conducts audio and video examinations; conducts polygraph examinations; administers and oversees the State Network of Agency Photos (SNAP) facial recognition system; and provides forensic artist and photography services.

The MSP is the repository for criminal justice records, including criminal history records, traffic crash records, firearms records, concealed pistol registrations, sex offender registry, missing persons, and stolen property. The department also administers the Law Enforcement Information Network (LEIN) to provide criminal justice agencies access to this information. In addition, the MSP uses Michigan Incident Crime Reporting to prepare the annual Uniform Crime Report that provides both a local-level and statewide description of crime in Michigan.

In addition to helping local governments plan and prepare for both man-made and natural disasters, the MSP coordinates state and federal resources to assist local jurisdictions with response and relief activities in the event of an emergency or disaster. The MSP coordinates all state-level homeland security initiatives and serves as the State Administrative Agency for federal homeland security grants.

The MSP Training Academy provides learning opportunities and training programs for both MSP employees and the criminal justice community in areas such as leadership development, narcotics investigation, pursuit driving, first aid, marksmanship, and Michigan law. In addition, the Precision Driving Unit annually conducts the nationally recognized Police Vehicle Evaluation.

Agencies housed within the MSP include the Auto Theft Prevention Authority, the Michigan Commission on Law Enforcement Standards, and the Office of Highway Safety Planning.



DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET



JOHN E. NIXON, CPA, DIRECTOR/STATE BUDGET DIRECTOR

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www.michigan.gov/dtmb

The Michigan Department of Technology, Management and Budget (DTMB) provides financial administrative and technology services and information to Michigan's state agencies, citizens and businesses as well as local governments and universities on a voluntary basis. With 2,700 employees, DTMB handles more than 42 managed facilities, 6.7 million square feet of leased space, 800 critical business applications, some 56,000 desktops as well as four retirement plans that serve one in 18 Michigan residents. DTMB is also responsible for state government's entire procurement portfolio of 1,200 contracts exceeding \$16.5 billion (\$3.9 billion annually).

Michigan is in a unique position given our fully unified services structure, advanced IT infrastructure and long-standing trust relationships across typical government boundaries. Another key asset is a new appropriation of \$47 million ongoing base funding for information technology. Approved in June 2012, these funds were made available in October 2012 and are being used to modernize state legacy systems, enable increased online and self-service for Michigan's state employees and the people we serve.

Building on this strong foundation, DTMB is laser-focused on placing the customer at the center of government service. No longer should customers have to understand how government is organized to get the services they need; through online channels and a one-stop mentality, there should be no "wrong door." While Michigan's opportunities in this arena are significant, they are tempered by budget and workforce constraints and will require continued investment in strengthening partnerships, a thorough understanding of business needs and relentless pursuit of excellence.

DTMB is a recognized model of governmental operations. Michigan's consolidation of IT with management and budget operations is considered a national best practice for using technology to transform and improve government. In October 2012, national rankings from the Center for Digital Government in conjunction with Government Technology magazine once again placed Michigan as one of only two states at the "A" level. The survey, conducted every two years, is the nation's most recognized and respected study of its kind.

The department derives its legal authority from the Management and Budget Act, Act 431 of 1984, as amended, and several executive orders. It is the summation of the former Department of Administration, which was created by Act 51 of 1948, as well as functions that had been under the office of the governor, such as budgeting, that were transferred by Executive Order No. 1973-7. Executive Order 2009-55, issued December 30, 2009, and effective March 21, 2010, combined the former Departments of Management and Budget (DMB) and Information Technology (MDIT) into the Department of Technology, Management and Budget.

The **Director's Office** provides direct management and oversight for strategic planning, public information, enterprise security, and enterprise development. The critical functional areas within DTMB are outlined in the following paragraphs.

The **State Budget Office** is responsible for coordinating all Executive Budget activities, including development of the Executive Budget recommendation, presentation of the budget to the legislature and implementation of the budget after enactment. The **State Budget Director** is appointed by the governor and is a member of the governor's cabinet. The State Budget Director serves as the governor's advisor on fiscal matters and also oversees the state's accounting and payroll functions, the state's financial management system, the state internal audit responsibilities, and the collection and reporting of data about the performance of Michigan's public schools and students. The current director of DTMB also serves as State Budget Director.

The **Chief Information Officer (CIO)** reports to the DTMB Director and is responsible for the information technology services for state government. Functions overseen by the CIO include the following:

The **Cybersecurity and Infrastructure Protection (CIP)** is accountable to the DTMB Director for identifying, managing, and mitigating IT security risks and vulnerabilities within State of Michigan government computing. CIP is also charged with the oversight of disaster recovery planning, IT security risk management, IT security awareness and training, working with state agencies to assist with their security issues, and enforcement oversight of state security policies and procedures intended to maintain suitable levels of system and network security.

The **Customer Services** within DTMB serves as the liaison between the department and the individual executive branch agencies. This team is responsible for maintaining the technology business relationships between DTMB and its agency customers. The services include managing agency IT plans and ensuring the timely delivery of agreed upon IT services. The staff members work across all agencies to identify common technology needs — so that DTMB can leverage the state's IT resources, and thereby create cost savings while delivering more timely services. They oversee the operational management of more than 2,100 IT applications for state agencies.

The **Infrastructure and Operations** within DTMB provides for field services, telecommunications, data center services, enterprise architecture, office automation, and technical services. With over 58,000 laptops and desktops and 32,110 applications in operation, DTMB works to provide a single desktop environment that supports all the business needs of the different state agencies and departments. Field technicians across the state maximize end-user productivity by providing on-site support services to resolve computer problems and equipment failures. The department is responsible for the acquisition of hardware and software, as well as operational and technical support for a variety of mainframes and 3,741 servers. Other responsibilities include network management, phone systems, data storage, e-mail, and system monitoring.

The **Michigan Public Safety Communications System (MPSCS)** is housed within DTMB's Infrastructure Services Administration and serves as Michigan's primary communications system for emergency response personnel. With more than 241 towers, 54,000 radios, and covering an area of more than 58,000 square miles, the MPSCS is the largest single public safety communications system in North America. It provides interoperable voice and data communications for many of Michigan's first-responders and state government agencies.

The DTMB **Chief Deputy Director** oversees the management and administration aspects of the department. These functions include:

The **State Building Authority (SBA)** provides the capital financing to acquire, construct, furnish, equip, and/or renovate buildings for the use of the state, including public universities and community colleges pursuant to Act 183 of 1964. Since its creation, SBA has financed approximately 280 projects, approaching \$5 billion in construction costs. SBA bond issues permit the construction of needed capital outlay projects, which otherwise might be delayed or canceled due to state fiscal constraints, by spreading their costs over a portion of the project's useful life. In addition to capital outlay financing, SBA houses non-employee risk management functions for the state. It provides state agencies with commercial property, general liability, aviation, and builder's risk insurance, as well as other needed insurance coverage. The SBA also administers the state's Vehicle Self-Insurance Fund. The Vehicle Self-Insurance Fund covers liabilities arising from accidents involving the state vehicle fleet which numbers in excess of 10,000 vehicles.

The **Office of Retirement Services (ORS)** is an innovative retirement organization driven to empower customers for a successful today and a secure tomorrow. The Office of Retirement Services (ORS) administers retirement programs for Michigan's state employees, public school employees, judges, and state police. ORS serves over 530,000 customers, including 278,000 active and 256,000 retired members representing approximately one out of every 14 Michigan residents, including customers living in approximately one out of every 9 Michigan households. Within these systems, ORS administers 4 defined benefit pension plans, 2 defined contribution pension plans,

and one defined benefit plus a defined contribution plan with combined net assets of nearly \$50.54 billion. ORS is responsible for the 16th largest public pension system in the U.S., and the 48th largest pension system in the U.S. In fiscal year 2012, ORS paid out \$6.65 billion in pension and health benefits.

The Judges Retirement System was created under Public Act 234 of 1992. The Michigan Public School Employees Retirement System is administered under the provisions of Michigan's Public Act 300 of 1980. The State Employees Retirement System was created under the provision of Public Act 240 of 1943. Finally, the Michigan State Police Retirement System is operating under Public Act 182 of 1986. In fiscal year 2012, the market value of the Defined Benefit Plan assets totaled more than \$50.54 billion and over \$5.6 billion for the Defined Contribution/Deferred Compensation Plan.

Procurement provides both transactional and strategic sourcing services to state agencies for the acquisition of essential goods and services. They manage a portfolio of more than 1,200 multiyear contracts with suppliers valued at more than \$16.5 billion.

Through the administration of a competitive bid process coupled with renegotiation of existing contracts, Purchasing Operations has delivered more than \$769.2 million in cost savings and avoidance to the state since 2008.

Procurement continues to position itself as a leader among Michigan public entities through its award-winning cooperative purchasing program, MiDEAL. The program extends more than 325 of the state's contracts to participating public entities including cities, counties, townships, villages, school districts, intermediate school districts, nonprofit hospitals, higher education institutions, and community colleges. Not only does the cooperative leverage combine buying power to ensure the most beneficial pricing for goods and services, it also aims to ease the administrative cost and effort otherwise incurred by member entities in the procurement of such goods and services.

The **Facilities and Business Services** manages and maintains office buildings throughout the state of Michigan, providing parking and security services for the managed facilities. Facilities Administration also provides facility design and construction management services for state agencies and colleges and universities implementing infrastructure improvements and new construction projects. Facilities Administration strategically manages the state's portfolio of owned and leased space, providing agencies with services to meet changing space requirements, as well as handling land and surplus property dispositions.

Financial Services offers a broad range of services to DTMB operating units, including accounting services, departmental procurement and accounts payable processing, financial analysis, business planning, management level reporting, performance measurement and management, automated billings, data collection and interfaces, and contract/lease management. Financial Services also serves as audit liaison with the Auditor General's office. A key objective is the simplifying of costs through rated services for other state government agencies. Human Resources functions are included in this area, providing services important to employment in DTMB, including traditional human resource support, such as recruitment, classification, payroll and benefits, labor relations and leave administration. In addition, safety and health services, as well as human capital management, are managed within this area.

Other key business services provided by the DTMB include Vehicle and Travel Services (VTS), Federal Surplus, State Surplus, Records Management, Printing Services, Mail and Delivery Services, and Warehouse Services. VTS provides centralized fleet and travel services for state agencies and colleges and universities. The fleet inventory includes all motorized vehicles and off-road equipment for all departments except the Michigan Department of Transportation, and a small number owned by the Departments of Military and Veterans Affairs and Natural Resources. Printing Services offers a wide variety of design, printing, and bindery services. The Consolidated Print Center (CPC) provides high-volume mainframe and network print services to all state agencies.

Under Executive Order 2007-30, the **Civil Service Commission** operates as an autonomous entity under DTMB, with its administrative powers vested in the State Personnel Director, the commission's principal executive officer. The Civil Service Commission, through the State Personnel Director and staff, has overall responsibility for regulating conditions of employment for classified civil service workers in all of the departments of the executive branch of state government.

The **Office of the State Employer** carries out the central labor relations responsibilities as the employer of the state classified workforce and represents the governor, the executive branch departments and agencies, and the legislative auditor general in all employee relations matters. The office is also responsible for all activities associated with workers' compensation, long-term

disability, disability management, return to work, safety and health, health promotion, and employee services.

The **Office of Children's Ombudsman**, also housed within DTMB, was created by the legislature in 1994 as an autonomous entity. The Children's Ombudsman Act (PA 204 of 1994) provides that the office is responsible for monitoring and ensuring compliance with relevant statutes, rules, and policies pertaining to children's protective services and the placement, supervision, and treatment of children in foster care and adoptive homes.



DEPARTMENT OF TRANSPORTATION



KIRK T. STEUDLE, DIRECTOR

Transportation Building
P.O. Box 30050, Lansing, MI 48909
www.michigan.gov/mdot

On Dec. 22, 1978, the Department of State Highways and Transportation became the Michigan Department of Transportation (MDOT). Also in 1978, the State Transportation Commission was created through a constitutional amendment to direct policy for the department.

MDOT's primary functions are constructing, improving and maintaining the 9,652 miles of interstate, U.S. and M-numbered highways; developing and implementing comprehensive transportation plans for the entire state, including all modes of public transit (aeronautics, bus and rail); providing professional and technical assistance; and administering state and federal funds allocated for these programs. The governor appoints the department director with the advice and consent of the Senate.

The **State Transportation Commission (STC)** establishes policy for MDOT, its programs and facilities, and other such public works of the state, as provided by law. The governor appoints the six commission members, with the advice and consent of the Senate, for three-year terms. No more than three members may be from the same political party. Upon expiration of a term, a member may continue to serve until a successor is appointed.

The **Aeronautics Commission**, created by Act 327 of 1945, is responsible for the general supervision of all aeronautics within the state. The commission is empowered to make and issue rules and regulations, as well as issue funding approval of airport development programs relevant to the location, design, building, equipping and operation of all airports and other aeronautical facilities. It prescribes powers and duties providing for the registration of aircraft and the licensing of airports, flight schools, airport managers and aircraft dealers meeting the requirements of the Aeronautics Code and federal regulations and standards. The commission also is empowered to make any rule considered necessary to properly carry out the provisions of the code.

MDOT works closely with the Aeronautics Commission and the STC, along with the Mackinac Bridge Authority in St. Ignace and the Sault Ste. Marie Bridge Authority in Sault Ste. Marie.

Organizationally, MDOT comprises four bureaus and nine offices. The four bureaus are Finance and Administration, Highway Development, Field Services, and Transportation Planning. MDOT's nine offices are Aeronautics, Business Development, Communications, Economic Development, Governmental Affairs, Human Resources, Operations Administrative Services, Passenger Transportation, and Rail.

The **Bureau of Finance and Administration** provides internal support for departmental operations. It is responsible for accounting services, fiscal reporting, fiscal planning, budgeting, cash management, contracting, bond financing, property leasing, purchasing, stores control, office space management and all related financial functions.

The **Bureau of Highway Development** and the **Bureau of Field Services** are responsible for designing, constructing, operating and maintaining a statewide system of trunkline highways, Welcome Centers, roadside parks and rest areas. They also provide administrative and technical assistance in designing, constructing and maintaining city and village streets and county roads.

The **Bureau of Highway Development** comprises the Design and Development Services divisions, as well as the Environmental Services Section.

Design prepares construction plans and engineering data for state highways, bridges and related structures. It ensures compliance with Federal Highway Administration (FHWA), American Association of State Highway and Transportation Officials (AASHTO) and MDOT design procedures, principal standards and specifications. The division also houses the Traffic and Safety Section, which includes overseeing the signing, pavement marking and safety programs.

Development Services oversees the following for the state trunkline system: real property appraisal, acquisition, condemnation, clearance, relocation, management and disposal of excess property, and related appurtenances. The division also coordinates utility, highway advertisement, non-MDOT construction and utility installation permitting, and oversize/overweight commercial vehicle transport permitting. Additionally, the division administers the federal and state aid programs for local agencies.

Environmental Services provides support and expertise on environmental issues in all aspects of state highway planning, design, construction and operation.

The **Bureau of Field Services** has two divisions and two administrative sections: Construction Field Services Division, Operations Field Services Division, Research Administration, and Safety and Security Administration.

Construction Field Services provides statewide support for engineering guidance and technical expertise for pavements, bridges, materials, specifications, geotechnical design, traffic control, environmental mitigation and system preservation. The division also provides engineering, materials control and testing oversight for the concrete and bituminous paving and bridge fabrication programs.

Operations Field Services provides statewide support for winter operations, roadway surface and roadside facilities. It also provides bridge repair crews and oversees the statewide bridge inspection program. Other responsibilities include traffic incident management, congestion and mobility, work zone management, traffic signal operations and the Statewide Traffic Operations Center. Intelligent Transportation Systems (ITS) focuses on coordinating the ITS program, MDOT's autonomous vehicle activities and MDOT's connected vehicle strategies.

Research Administration manages MDOT research, which includes research funded with federal and state funds. Projects focus on MDOT's research needs and are typically contracted to universities or consultants with MDOT managing each project.

Safety and Security Administration is responsible for emergency management, homeland security, occupational safety and health, and environmental audits and hazardous materials.

The **Bureau of Transportation Planning** is primarily responsible for maintaining MDOT's federal aid eligibility by developing and implementing a comprehensive transportation planning process. This results in transportation investments that are consistent with the STC's financial, social, economic and environmental policies. Other major responsibilities include strategic planning and policy development, multi-modal planning, program management, security and mobility planning, economic development, strategic information technology/tools, asset management, and operations-oriented process support.

Regional Offices — MDOT field operations are conducted from seven regional offices and 22 transportation service centers. The regional offices are located in Escanaba, Gaylord, Grand Rapids, Jackson, Kalamazoo, Saginaw and Southfield, the latter serving metropolitan Detroit.

Rest Areas — The department operates 66 freeway rest areas and 81 roadside parks across Michigan on interstate, U.S. and M-numbered routes.

Welcome Centers — MDOT also operates 14 Welcome Centers across the state, providing visitors as well as residents a positive impression of Michigan.



DEPARTMENT OF TREASURY



ANDY DILLON, STATE TREASURER

Richard H. Austin Building
P.O. Box 15128, Lansing, MI 48922
www.michigan.gov/treasury

The Office of State Treasurer is provided for by Article V, Section 3, of the Michigan Constitution of 1963. The State Treasurer is appointed by the governor, with the advice and consent of the senate, and serves at the pleasure of the governor.

The department was established by the Executive Organization Act of 1965, as a result of merging the operations of 6 agencies: State Treasurer, Department of Revenue, Municipal Finance Commission, Board of Tax Appeals, State Tax Commission, and Auditor General (except the state audit function). In addition, the Board of Equalization and Board of Escheats were abolished and their functions were absorbed by the new department.

Effective July 1, 1984, the Municipal Finance Commission was abolished, which transferred all powers and duties to the State Treasurer. Effective August 1991, the Michigan Tax Tribunal was transferred to the Department of Commerce (now Licensing and Regulatory Affairs) pursuant to Executive Order No. 1991-18. Effective May 1992, the Michigan Higher Education Facilities Commission and Michigan Higher Education Facilities Authority were transferred from the Department of Education to the Department of Treasury pursuant to Executive Order No. 1992-2. Effective April 8, 1995, the Michigan Higher Education Assistance Authority and Michigan Higher Education Student Loan Authority were transferred from the Department of Education to the Department of Treasury pursuant to Executive Order No. 1995-3. Effective January 1, 2000, all administrative responsibilities related to statewide educational assessments were transferred from the Department of Education to the Department of Treasury pursuant to Executive Order No. 1999-12. Effective December 21, 2003, the administration of the Michigan Educational Assessment Program (MEAP) tests was transferred to the Superintendent of Public Instruction. Effective March 4, 2010, 10 public finance authorities were consolidated into one, Michigan Finance Authority, an autonomous entity within Treasury, pursuant to Executive Order 2010-2.

The State Treasurer acts as principal advisor to the governor on tax and fiscal policy issues. The State Treasurer is the chairperson of the Michigan Education Trust and the Michigan Finance Authority. The State Treasurer serves as sole investment fiduciary to the judges, public school employees, state employees, and state police retirement funds. The State Treasurer also serves as treasurer of the retirement systems, the Legislative Retirement System, and the Mackinac Bridge Authority. The State Treasurer is also a member of the following boards, commissions, and task forces: Local Emergency Financial Assistance Loan Board, Michigan Early Stage Venture Investment Corporation, Michigan Economic Development Corporation Corporate Board, Michigan Economic Growth Authority, Michigan Judges/State Employees/State Police Retirement Boards, Michigan State Housing Development Authority, Michigan Strategic Fund, and the State Administrative Board.

Executive Office

Operational responsibilities of the department are handled by the **Executive Office**, which consists of the State Treasurer, the Chief Deputy Treasurer, Deputy Treasurers for Financial and Administrative Services, Investments, Local Government Services, State and Authority Finance, and Tax Administration. The Bureau of Executive Operations (Budget, Communications, and Legislative Affairs Divisions) and the Office of Legal Affairs are also housed in the Executive Office.

Chief Deputy Treasurer

The **Chief Deputy Treasurer** oversees all operations within the Department of Treasury. Deputy Treasurers for Financial and Administrative Services, Local Government Services, State and Authority Finance, and Tax Administration report to the Chief Deputy Treasurer, as does the Office of Legal Affairs. The Deputy Treasurer for Investments and the Director of the Bureau of Executive Operations report to the State Treasurer.

Investments

Pursuant to state law, the State Treasurer is the sole investment fiduciary and custodian for the State of Michigan Retirement Systems (SMRS), as well as other state trust and agency funds.

Total defined benefit pension assets managed as of March 31, 2013, were \$52.6 billion, making the SMRS the 18th largest defined benefit, public pension fund in the United States. The SMRS includes the Michigan Public School Employees' Retirement System, Michigan State Employees' Retirement System, Michigan State Police Retirement System, and Michigan Judges' Retirement System. The SMRS services a total of more than 522,000 members (as of September 30, 2012), which includes vested working employees and retired members.

The State Treasurer is also responsible for investing state operating and other state trust and agency funds with assets in excess of \$14.5 billion. This includes investment oversight, with advice from the Department of Technology, Management and Budget (DTMB), of the \$5.6 billion 401K and 457 plans.

The Bureau of Investments performs all investment functions and associated accounting functions on behalf of the State Treasurer. The SMRS investment portfolio is diversified and includes domestic and international stock exposure, corporate and government bonds, real estate, and alternative investments. The bureau is organized by major investment disciplines as follows: Alternative Investments Division; Short Term Fixed Income, Absolute and Real Return Division; Long-Term Fixed Income Division; Real Estate and Infrastructure Division; Quantitative Analysis Division; Defined Contribution, Trust and Agencies Division; and Stock Analysis Division. The Trust Accounting Division works directly with each division and accounts for and settles investment transactions on a daily basis. Public Act 380 of 1965 created an Investment Advisory Committee, which is charged with reviewing investments, goals, and objectives of each of the retirement funds. Members may make recommendations to the State Treasurer.

The bureau's primary goal is to invest each fund prudently, taking into account the purpose of a particular fund. Therefore, asset allocations differ between funds depending upon the type of liability structure or purpose for a particular fund.

Tax Administration

The **Tax Policy Division** helps assure consistent application of existing departmental policies, as well as identifying and developing needed new policies. Policies are usually of a tax-technical nature and relate to other revenue bureaus in the areas of Tax Compliance, Customer Contact, and Return Processing. The Tax Policy Division provides guidance pertaining to tax statutes through the drafting of Revenue Administrative Bulletins, Internal Policy Directives, and technical advice letters. The division also provides support to the Office of Legislative Affairs by providing bill language and bill analyses, when needed. It also provides support to the Attorney General staff in substantive tax litigation as it relates to their understanding and presentation of departmental tax policies.

The **Hearings Division** provides informal conferences mandated by the Revenue Act on disputed tax matters, including assessments, credit audits, and refund denials. Informal conferences are also provided for Principal Residence Exemption denials. Decisions are signed on behalf of the State Treasurer by the Division Administrator. Decisions and orders issued by the division are subject to further appeal to the Michigan Tax Tribunal or Court of Claims as provided by statute.

The **Tax Processing Bureau** is responsible for the process and review of all major Michigan tax returns and related forms. Each year, over 8 million individual and business tax returns are received and processed by the Bureau. All tax returns are reviewed for accuracy and this review may result in the issuance of refunds, requests for additional information, adjustments, or assessments as appropriate. The Bureau also administers certain licensing functions, registers taxpayers, engages in quality assurance controls and, importantly, it responds to millions of taxpayer inquiries received through correspondence, phone calls, and web-based contacts. The Tax Processing Bureau includes the following four divisions: Business Taxes Division, Income Tax Division, Special Taxes Division, and the Support Services Division.

The **Taxpayer Advocate** serves as an ombudsman within the Department of Treasury to respond to taxpayer issues that have not been resolved through the normal processes within Treasury. The office works to clarify taxpayer issues and to provide resolution to the taxpayer's concerns. The Advocate also has authority to review and grant requests for waiver of penalty within the guidelines established by the Department. The Taxpayer Advocate serves as the referral point for taxpayer issues that come to the Treasury Executive Office, the Governor's office and legislative offices. Using information gathered in the resolution of customer inquiries, the Taxpayer Advocate provides feedback to other areas of the Department in order to improve customer services.

The purpose of the **Tax Compliance Bureau** is to encourage compliance with Michigan tax statutes while concurrently providing improved customer service by effectively managing procedures under the Taxpayer Bill of Rights. The Tax Compliance Bureau combines an audit function along with a Discovery and Tax Enforcement function. The Tax Compliance Bureau is comprised of three divisions, which include Field Audit Division 1, Field Audit Division 2 and the Discovery and Tax Enforcement Division.

The Michigan Department of Treasury administers its tax programs with the recognition that most taxes are reported and paid through a voluntary compliance system, with no direct enforcement and minimal interaction between the Department and taxpayers. If unchecked, taxes not paid or underreported by noncompliant taxpayers require compliant taxpayers to make up for the shortfall.

The **Office of Tax Implementation** is responsible for implementing new taxes in coordination with the DTMB and state vendors. Additionally, the Office facilitates system modifications required as a result of legislative or year-end changes. The Office of Tax Implementation works with DTMB and state vendors to migrate the existing major taxes from the legacy tax processing systems onto a common tax processing platform.

The **Office of Revenue and Tax Analysis** (ORTA) is the forecasting, revenue analysis, and local government revenue sharing section of the Michigan Department of Treasury. ORTA advises the Governor, Lieutenant Governor, Treasurer, and State Budget Director on issues dealing with the economy, revenues, and the State's tax structure, and is responsible for preparing the official economic forecast and revenue estimates for the administration. ORTA also represents the administration at the Consensus Revenue Estimating Conferences. In addition to estimating the revenue that will be generated by the State's taxes, fees, and other revenue sources, ORTA is also responsible for estimating and analyzing the cost of the existing tax exclusions, deductions, exemptions, and credits, and the potential fiscal implications of legislatively proposed tax law changes. ORTA also administers and distributes over \$1 billion annually to local governments through the constitutional revenue sharing program, the Economic Vitality Incentive Program (EVIP), the Competitive Grant Assistance Program, Convention Facility Development Fund, Airport Parking Tax, Health and Safety Fund, and the Emergency 911 Fund.

Financial Services

Financial Services operates as the central processing point for accounting services within the Treasury Department, the centralized point for the collection of delinquent tax and state agency debt, and is, essentially, the state's bank. These services are provided by 3 offices: Accounting Services, Financial Services, and Collections.

The **Office of Accounting Services** coordinates and oversees the department's accounting function. This includes the processing of vendor payments, direct vouchers, inter-account bills, travel, interfaces, and inventory and asset control. The office reconciles the state's bank statement activity with the state's accounting system. Additionally, it fulfills the department's central control agency relationship with the Michigan Administrative Information Network (MAIN) within the DTMB. It is also responsible for the issuance of payments in lieu of taxes for the Department of Natural Resources (DNR) owned land and qualifying senior citizen cooperative housing tax exempt facilities.

The **Office of Financial Services** serves as the central service agency to all state agencies for the administration of all statewide banking activity, related banking contracts, cash receipting and disbursements. This office administers the receipting of a majority of state and federal funds, with more than \$35 billion received via Electronic Funds Transfer out of the \$48 billion received annually.

The **Office of Collections** is the centralized collection agency for all delinquent assessed taxes administered by the department and debts owed to state agencies, including some universities and courts. The office promotes compliance with Michigan tax laws, which leads to fair and equitable taxation for citizens. The office is also responsible for administering the service of garnishments and legal orders served on the State Treasurer.

Administrative Services

The Administrative Services Bureau provides department-wide support services for all programs in the department involving: Budget, Facility Operations, Forms and Document Services, Mail Operations, Privacy and Security, Purchasing, and Unclaimed Property.

The Budget Division develops, controls, and monitors all phases of the budget process for the Department of Treasury. This involves preparation of the annual budget request; presentation of the executive budget recommendation; serving as liaison with the State Budget Office, legislative fiscal staff, and appropriation committees on budget enactment; and monitoring/controlling department program expenditures.

The Departmental Services Division includes the Forms and Document Services Section, Facility and Mail Operations Section and the Purchasing Section.

Forms and Document Services administers the department's centralized forms and documentation programs and the department's records management program for storage and destruction of records. Key responsibilities include developing and implementing department-wide standards for forms and documentation; designing, editing, and coordinating the printing of departmental forms and publications; and administering contracts involving the production and distribution of State Treasurer warrants, motor carrier decals, and principal business and individual income tax forms and instructions. Staff also coordinates the review and approval of tax forms supported by more than 25 software developer companies for the major tax areas.

Facility and Mail Operations manages the processing and distribution of 2.8 million pieces of inbound mail annually; additionally, they provide the department with certified and overnight mail services and confidential shred and salvage pick-ups. They coordinate office space redesign and modifications, worksite adjustments and manage the provision of communication services.

Purchasing provides procurement, contracting, and contract administration services for the department and is responsible for the annual issuance of approximately 300 purchase orders, 15 major contracts, 150 procurement card purchases and 1,500 office supply orders. As of July 8, 2013, \$570 million in active contracts have been issued through Treasury Purchasing; furthermore, these contracts assist the department in more than \$20 billion of revenue generation activities.

The Office of Privacy and Security establishes a department-wide approach to ensure the privacy, confidentiality, and integrity of information collected, used, and retained by the Department through prevention, detection, and enforcement practices in compliance with applicable laws, regulations, standards and other privacy and security industry best practices. It is responsible for administering the disclosure provisions of the Revenue Act found in section MCL 205.28(1)(f). It maintains liaison relationships with external organizations such as the Federation of Tax Administrators, Internal Revenue Service, Homeland Security, U.S. Customs, local cities, counties and other state agencies and assists Treasury divisions in tax compliance efforts.

The Unclaimed Property Division assumes custody of abandoned and unclaimed property on behalf of the state of Michigan, preserves that property in trust for the owners or their heirs and returns that property to the rightful owner. The division currently holds more than 9.5 million accounts totaling over \$1.2 billion. In 2009, the division received over \$114 million in escheated property, established over 71,000 claims, and returned over \$72 million to rightful owners. In 2009, \$37 million was transferred to the state's general fund.

Bureau of State and Authority Finance

The bureau coordinates the issuance of state and authority bonds and notes, including State General Obligation issues, assists the State Treasurer in managing the State's Common Cash and Cash Flow Activity, compliance with federal tax laws, and SEC disclosure requirements. The bureau performs fiscal agent and trust services for various bond issues and public finance programs, carries out oversight of compliance with the Federal Cash Management Improvement Act (CMIA) requirements for drawing federal funds, and administers the state's School Bond Qualification and Loan Program. Also, the bureau administers programs related to certain grant, student loan, and prepaid tuition programs.

The bureau administers **student loans** under the Federal Family Education Loan Program (FFELP) (new loans discontinued as of July 1, 2010) and a state-funded Michigan Alternative Student Loan (MI-LOAN) Program. The FFELP includes the Subsidized Federal Stafford Loan Program, the Unsubsidized Federal Stafford Loan Program, the Federal PLUS Loan Program, the Federal Consolidation Loan Program, and the Federal Supplemental Loan for Students Loan Program. The MI-LOAN Program ceased making new loans as of February 15, 2008.

FFELP loans are guaranteed by certain federally authorized guaranty agencies, including the Michigan Guaranty Agency (MGA), which the bureau is also responsible for administering. The MGA also acts as guarantor for other FFELP loans made by certain student loan lenders throughout Michigan.

In addition, the bureau administers six state and two federally funded **scholarship and grant** programs awarded to students at Michigan's postsecondary educational institutions.

The **Michigan Education Trust (MET)** was created by Public Act 316 of 1986 to provide a method for families to pre-pay a student's future Michigan college tuition costs. The trust offers contracts to purchasers, collects and invests the funds, and pays out tuition to colleges and universities when enrollees attend college.

The **Michigan Education Savings Program (MESP)** was created by Public Act 161 of 2000 to provide families with a flexible way to save for future education expenses through a choice of investment options and is also administered by the State Treasurer. The Michigan 529 Advisor Plan (MAP) provides families with a flexible way to save for future education expenses through an advisor-sold program.

The **Michigan Finance Authority (MFA)** was established by Executive Order 2010-2 to further improve efficiency in state government by consolidating 10 public finance authorities into one. The MFA offers effective, low-cost financing to public and private entities that provide essential services to the citizens of Michigan. These include municipalities; healthcare providers; public, private, and charter schools; and higher education loans to college students.

The **State Building Authority (SBA)** provides the capital financing to acquire, construct, furnish, equip, and/or renovate buildings for the use of the state, including public universities and community colleges pursuant to Act 183 of 1964. Since its creation, SBA has financed approximately 300 projects, approaching \$5.1 billion in construction costs. SBA bond issues permit the construction of needed capital outlay projects, which otherwise might be delayed or canceled due to state fiscal constraints, by spreading their costs over a portion of the project's useful life. In addition to capital outlay financing, SBA houses non-employee risk management functions for the state. It provides state agencies with commercial property, general liability, aviation, and builder's risk insurance, as well as other needed insurance coverage. The SBA also administers the state's Vehicle Self-Insurance Fund. The Vehicle Self-Insurance Fund covers liabilities arising from accidents involving the state vehicle fleet which numbers in excess of 10,000 vehicles.

Bureau of Local Government Services

The Bureau of Local Government Services is responsible for the administration and enforcement of state laws that implement provisions of the Michigan Constitution requiring taxation of real and tangible personal property; a uniform system of accounting and auditing for units of local government; and the preservation of the credit of the state. The bureau is responsible for the administration of Public Act 436 of 2012, the Local Financial Stability and Choice Act.

The **Assessment and Certification Division** provides staff services for the State Tax Commission and assistance to local and county assessing officials. The State Tax Commission, which was created by 1927 PA 360, establishes the state equalized value for each class of property for each county total; prepares assessment rolls for state assessed public utilities; approves applications for exemptions for air and water pollution control facilities and neighborhood enterprise zones and for industrial property abatements; adds omitted property to local assessment rolls and corrects erroneous personal property statements under MCL 211.154; arbitrates petitions for change of classification; certifies valuation and assessment of lands purchased by the DNR; assumes superintending control over uncertified local assessment rolls; and provides general supervision of all assessing officials. The commission also provides training, examinations, and certification of assessing officials and receives and acts on revocation petitions filed against such officials, duties that were transferred to the commission by a 2009 executive reorganization order that abolished the former State Assessors Board.

The **Local Audit and Finance Division** issues guidance and monitors statutory compliance of local units of government. Staff members perform financial audits, single audits, legal compliance audits, and internal control reviews of local units of government when requested or at the discretion of the department. Through the review of qualifying statements and prior approval applications, the division approves or denies the issuance of debt by units of local government.

The **Office of Fiscal Responsibility** provides local units of government with state-wide technical expertise and policy recommendations to ensure proper implementation of state and federal laws,

regulations, requirements, accounting standards, and financial controls. The OFR assists local government elected and appointed officials to establish protocol and develop strategies that will assist them in retaining strong fiscal health, avoiding financial stress or crisis, and helps prevent local units of government in financial distress from receiving an Emergency Manager, Consent Agreement, Neutral Condition (mediation), or Bankruptcy.

The **Property Services Division** administers the state's tax reversion process and conducts the foreclosure process for 12 counties that have opted out of handling the process under Public Act 123 of 1999. The division also receives, reviews, and prepares, for State Tax Commission approval, applications for various tax exemption programs, such as the Industrial Facilities Tax, Air and Water Pollution Control, Neighborhood Enterprise Zone, Obsolete Property Rehabilitation, and New Personal Property.

Bureau of State Lottery

The Bureau of State Lottery, an autonomous entity within the Department of Treasury, was created by Public Act 239 of 1972. One-hundred percent of profits from the Lottery go to the state School Aid Fund.

The Michigan Lottery reported annual sales of \$2.41 billion in fiscal year 2012, and generated \$778.4 million in net revenue for the state School Aid Fund. Retailers received annual commissions of \$172.1 million, while Michigan Lottery players collected prizes worth \$1.39 billion. The Bureau of State Lottery is also responsible for the licensing and regulation of organizations operating bingo games, raffles, and charity game tickets.

Michigan Gaming Control Board

In November 1996, Michigan voters approved Proposal E, effectively authorizing three licensed casinos to be built in the City of Detroit. Proposal E was adopted into law as The Michigan Gaming Control and Revenue Act (Initiated Law 1 of 1996). The Michigan Gaming Control Board (MGCB) was created by Public Act 69 of 1997, and is responsible for implementing, administering, and enforcing the provisions of the Initiated Law related to licensing, regulating, and collecting taxes and fees from the three authorized Detroit casinos. In 2012, the combined 8.1% state wagering taxes paid by the three Detroit casinos and deposited into the School Aid Fund totaled \$114.7 million. MGCB is also responsible for the licensing and regulation of Michigan horse racing and charitable gaming millionaire party events, locations, and suppliers along with providing oversight of the Tribal-State Compacts for the 23 Tribal casinos throughout Michigan.



FORMER OFFICIALS OF MICHIGAN

FRENCH-CANADIAN GOVERNORS, 1603-1760

No.	Name	Title	Year
1	Aymar de Chastes, Sieur de Monts		1603-12
2	Samuel de Champlain with Prince de Conde as acting governor		1612-19
3	Henry, Duke of Montmorenci, acting governor		1619-29
4	Samuel de Champlain ¹	Lieut. Gen. and Viceroy.	{ 1633 1635
5	Marc Antoine de Bras-de-Fer de Chateaufort	Lieut. Gen. and Viceroy.	1636
6	Charles Hualt de Montmagny	Gov. and Lieut. Gen.	1636-47
7	Louis d'Ailleboust, Sieur de Coulonges	Governor	1648-51
8	Jean de Lauson	Governor	1651-55
9	Charles de Lauson-Charny ²	Governor	1656-57
10	Louis d'Ailleboust, Sieur de Coulonges ³	Governor	1657-58
11	Pierre de Voyer, Viscount d'Argenson	Governor	1658-61
12	Baron Dubois d'Avagour	Governor	1661-63
13	Augustin de Saffray-Mezy	Governor	1663-65
14	Alexandre de Prouville, Marquis de Tracy	Viceroy	1663
15	Daniel Remy, Sieur de Courcelles	Gov. and Lieut. Gen.	1665-72
16	Louis de Buade, Count de Frontenac	Governor	1672-82
17	Antoine Joseph Le Febvre de la Barre	Governor	1682-85
18	Jacques Rene de Brisay, Marquis de Denonville	Governor	1685-89
19	Louis de Buade, Count de Frontenac ⁴	Governor	1689-98
20	Louis Hector de Callieres	Governor	{ 1698 1702
21	Philippe de Rigaud, Marquis de Vaudreuil	Governor	1703
22	Charles LeMoyno, Baron de Longueuil	Governor	1725
23	Charles de la Boische, Marquis de Beauharnois	Governor	1726-47
24	Rolland Michel Barrin, Marquis de la Galissonniere	Governor	1747-49
25	Jacques Pierre de Taffanel, Marquis de la Jonquiere	Governor	1749-52
26	Charles LeMoyno, Baron de Longueuil ⁵	Governor	1752
27	Michel Ange Duquesne, Marquis de Menneville	Governor	1752-55
28	Pierre Rigaud, Marquis de Vaudreuil Cavagnal	Governor	1755-60

¹ The English held possession of Canada from 1629 to 1632.

² Son of No. 8.

³ Same as No. 7.

⁴ Same as No. 16.

⁵ Son of No. 22.

BRITISH-CANADIAN GOVERNORS, 1760-1792

No.	Name	Title	Year
1	Sir Jeffrey Amherst	Maj. Gen. and Commander-in-Chief	1760-63
2	Sir James Murray	Governor of Quebec	1763-66
3	Palinus Emelius Irving	President of Elective Council for 3 months	1766
4	Brigadier Guy Carleton	Lieut. Gov. and Commander-in-Chief	1766-70
5	Hector Theophilus Cramahe	Acting Governor	1770-74
6	Major General Guy Carleton ¹	Governor General	1774-78
7	Sir Frederick Haldimand	Governor General	1778-84
8	Henry Hamilton ²	Lieut. Governor	1784
9	Colonel Henry Hope	President of Council	1785
10	Guy Carleton (as Lord Dorchester) ³	Governor General	1785
11	John Graves Simcoe	Lieut. Governor of U.P. Canada	1792

¹ Same as No. 4.

² Captured at Vincennes, Ind., Feb. 24, 1778, by General George Rogers Clark, U.S.A.

³ Same as No. 4.

GOVERNORS OF THE NORTHWEST TERRITORY, 1787-1800¹

No.	Name	Title	Year
1	General Arthur St. Clair	Governor	{ 1787 1800
2	Winthrop Sargent	Secretary and Acting Governor	

¹ Ordinance of 1787 made Michigan part of the Northwest Territory.

GOVERNOR OF THE INDIANA TERRITORY, 1800-1805

No.	Name	Title	Year
1	General William Henry Harrison	Governor	{ 1800 1805

GOVERNORS OF THE MICHIGAN TERRITORY, 1805-1835

No.	Governor	Date of Appointment
1	General William Hull, Governor	Mar. 1, 1805
	Stanley Griswold, Secretary and Acting Governor	1806
2	General William Hull, Governor	Apr. 1, 1808
3	General William Hull, Governor ^{1,2}	Jan. 11, 1811
	Reuben Atwater, Acting Governor	1811-1812
4	General Lewis Cass, Governor	Oct. 29, 1813
5	General Lewis Cass, Governor	Jan. 21, 1817
	William Woodbridge, Secretary and Acting Governor	Aug. 17, 1818
6	General Lewis Cass, Governor	Jan. 24, 1820
	William Woodbridge, Secretary and Acting Governor	Aug. 8, 1820; Sept. 18, 1821
7	General Lewis Cass, Governor	Dec. 20, 1822
	William Woodbridge, Secretary and Acting Governor	Sept. 29, 1823; May 28, 1825
8	General Lewis Cass, Governor	Dec. 22, 1825
	William Woodbridge, Secretary and Acting Governor	Aug. 31, 1826; Oct. 23, 1826; July 25, 1827
9	General Lewis Cass, Governor	Dec. 24, 1828
	James Witherell, Secretary and Acting Governor	Jan. 1, 1830 to Apr. 2, 1830
	General John T. Mason, Secretary and Acting Governor	Sept. 24, 1830 to Oct. 4, 1830; Apr. 4 to May 27, 1831
	Stevens T. Mason, Secretary and Acting Governor ³	Aug. 1, 1831 to Sept. 17, 1831
10	George B. Porter, Governor ⁴	Aug. 6, 1831
	Stevens T. Mason, Secretary and Acting Governor	Oct. 30, 1831 to June 11, 1832; May 23 to July 14, 1833; Aug. 13 to Aug. 28, 1833; Sept. 5 to Dec. 14, 1833; Feb. 1 to Feb. 7, 1834
11	Stevens T. Mason, ex officio Governor as Secretary of Territory ⁵	July 6, 1834
	Charles Shaler ⁶	Aug. 29, 1835
	John S. Horner, Secretary and Acting Governor ⁷	Sept. 8, 1835

¹ Court martialled at Albany, Jan. 3, 1814, for his surrender of Detroit, Aug. 16, 1812 and sentenced to be shot. Sentence remitted.

² Hull's appointment would have expired in 1814. The territorial records were destroyed by the British at the capture of Detroit, so no official data on that point exists.

³ On the resignation of General Cass, Aug. 1, 1831, who was appointed Secretary of War by President Jackson, July, 1831.

⁴ Died July 6, 1834.

⁵ Henry D. Gilpin was appointed Governor by President Jackson, Nov. 5, 1834, but the nomination was rejected. No other appointment was made for the office while Michigan was a territory.

⁶ To supersede Mason as secretary, but the appointment was declined.

⁷ Appointed secretary of Wisconsin Territory by President Jackson, May 6, 1836.

GOVERNORS OF THE STATE OF MICHIGAN, 1835-2013

D — Stevens T. Mason	1835-1840	R — Aaron T. Bliss	1901-1904
W — William Woodbridge ¹	1840-1841	R — Fred M. Warner ⁶	1905-1910
W — James Wright Gordon ²	1841-1842	R — Chase S. Osborn	1911-1912
D — John S. Barry	1842-1846	D — Woodbridge N. Ferris	1913-1916
D — Alpheus Felch ³	1846-1847	R — Albert E. Sleeper	1917-1920
D — William L. Greenly ²	1847-1848	R — Alexander J. Groesbeck	1921-1926
D — Epaphroditus Ransom	1848-1850	R — Fred W. Green	1927-1930
D — John S. Barry	1850-1851	R — Wilber M. Brucker	1931-1932
D — Robert McClelland ⁴	1852-1853	D — William A. Comstock	1933-1934
D — Andrew Parsons ²	1853-1854	R — Frank D. Fitzgerald	1935-1936
R — Kinsley S. Bingham	1855-1858	D — Frank Murphy	1937-1938
R — Moses Wisner	1859-1860	R — Frank D. Fitzgerald ⁷	1939
R — Austin Blair	1861-1864	R — Luren D. Dickinson ⁸	1939-1940
R — Henry H. Crapo	1865-1868	D — Murray D. Van Wagoner	1941-1942
R — Henry P. Baldwin	1869-1872	R — Harry F. Kelly	1943-1946
R — John J. Bagley	1873-1876	R — Kim Sigler	1947-1948
R — Charles M. Crosswell	1877-1880	D — G. Mennen Williams	1949-1960
R — David H. Jerome	1881-1882	D — John B. Swainson	1961-1962
D — Josiah W. Begole ⁵	1883-1884	R — George Romney ⁹	1963-1969
R — Russell A. Alger	1885-1886	R — William G. Milliken	1969-1982
R — Cyrus G. Luce	1887-1890	D — James J. Blanchard	1983-1990
D — Edwin B. Winans	1891-1892	R — John M. Engler	1991-2002
R — John T. Rich	1893-1896	D — Jennifer M. Granholm	2003-2010
R — Hazen S. Pingree	1897-1900	R — Rick Snyder	2011-

Political Party Designations

- D — Democrat
- R — Republican
- W — Whig

¹ Resigned February 23, 1841, to become U.S. senator; James Wright Gordon succeeded as acting governor February 24, 1841.

² Lieutenant governor and acting governor.

³ Resigned March 3, 1847, to become U.S. senator; William L. Greenly succeeded as acting governor March 4, 1847.

⁴ Under the provisions of Constitution of 1850, art. 4, sec. 34, and art. 5, sec. 3, and Act 175 of the Extra Session of 1851, Laws of Michigan, elected to 1-year term in 1851 and reelected to full 2-year term in 1852; resigned March 7, 1853, to become U.S. secretary of interior and succeeded by Andrew Parsons as acting governor March 8, 1853.

⁵ Fusionist.

⁶ First governor to be nominated under direct, primary election system.

⁷ Died March 16, 1939; Luren D. Dickinson succeeded as acting governor.

⁸ Lieutenant governor and acting governor; see Opinion of the Attorney General, 1939-1940, p. 69.

⁹ First governor to be elected with lieutenant governor as a single ticket; in 1966, first governor elected to 4-year term; resigned January 22, 1969, to become U.S. secretary of housing and urban development; William G. Milliken succeeded as governor. See Constitution of 1963, art. 5, sec. 21, and sched. sec. 5.

LIEUTENANT GOVERNORS, 1835-2013

D — Edward Mundy	1835-1840	R — Patrick H. Kelley	1907-1910
W — James Wright Gordon ¹	1840-1841	R — John Q. Ross	1911-1914
W — Thomas J. Drake ²	1841	R — Luren D. Dickinson	1915-1920
D — Origen D. Richardson	1842-1846	R — Thomas Read	1921-1924
D — William L. Greenly ³	1846-1847	R — George W. Welsh	1925-1926
D — Charles P. Bush ⁴	1847	R — Luren D. Dickinson	1927-1932
D — William M. Fenton	1848-1851	D — Allen E. Stebbins	1933-1934
D — Calvin Britain ⁴	1852	R — Thomas Read	1935-1936
D — Andrew Parsons ⁵	1853	D — Leo J. Nowicki	1937-1938
D — George R. Griswold ⁶	1853-1854	R — Luren D. Dickinson ¹¹	1939
R — George Coe	1855-1858	R — Matilda R. Wilson ¹²	1940
R — Edmund B. Fairfield	1859-1860	D — Frank Murphy	1941-1942
R — James Birney ⁷	1861	R — Eugene C. Keyes	1943-1944
R — Joseph R. Williams ⁸	1861	R — Vernon J. Brown	1945-1946
R — Henry T. Backus ⁶	1861-1862	R — Eugene C. Keyes	1947-1948
R — Charles S. May	1863-1864	D — John W. Connolly	1949-1950
R — Ebenezer O. Grosvenor	1865-1866	R — William C. Vandenberg	1951-1952
R — Dwight May	1867-1868	R — Clarence A. Reid	1953-1954
R — Morgan Bates	1869-1872	D — Philip A. Hart	1955-1958
R — Henry H. Holt	1873-1876	D — John B. Swainson	1959-1960
R — Alonzo Sessions	1877-1880	D — T. John Lesinski	1961-1964
R — Moreau S. Crosby	1881-1884	R — William G. Milliken ¹³	1965-1969
R — Archibald Buttar	1885-1886	R — Thomas F. Schweigert ¹⁴	1970
R — James H. MacDonald ⁹	1889	R — James H. Brickley	1971-1974
R — William Ball ⁶	1889-1890	R — James J. Damman	1975-1978
D — John Strong	1891-1892	R — James H. Brickley	1979-1982
R — J. Wight Giddings	1893-1894	D — Martha W. Griffiths	1983-1990
R — Alfred Milnes ¹⁰	1895	R — Connie B. Binsfeld	1991-1998
R — Joseph R. McLaughlin ⁹	1895-1896	R — Richard Posthumus	1999-2002
R — Thomas B. Dunstan	1897-1898	D — John D. Cherry, Jr.	2003-2010
R — Orrin W. Robinson	1899-1902	R — Brian Calley	2011-
R — Alexander Maitland	1903-1906		

Political Party Designations

- D — Democrat
- R — Republican
- W — Whig

¹ Became acting governor upon resignation of William Woodbridge, February 24, 1841. See Constitution of 1835, art. 5, sec. 13.

² Following vacancy created in the office of lieutenant governor, elected president pro tem of the senate to perform lieutenant governor's duties as president of the senate. See Constitution of 1835, art. 5, sec. 15.

³ Became acting governor upon resignation of Alpheus Felch, March 4, 1847.

⁴ Under the provisions of Constitution of 1850, art. 4, sec. 34, and art. 5, sec. 3, and Act 175 of the Extra Session of 1851, Laws of Michigan, elected to 1-year term only in 1851.

⁵ Became acting governor upon resignation of Robert McClelland, March 8, 1853. See Constitution of 1850, art. 5, sec. 12.

⁶ Following vacancy created in the office of lieutenant governor, elected president pro tem of the senate to perform lieutenant governor's duties as president of the senate. See Constitution of 1850, art. 5, sec. 14.

⁷ Resigned April 3, 1861.

⁸ Following vacancy created in the office of lieutenant governor, elected president pro tem of the senate to perform lieutenant governor's duties as president of the senate; died 1861.

⁹ Died January 19, 1889.

¹⁰ Resigned May 31, 1895, to become U.S. representative to Congress.

¹¹ Became acting governor upon death of Frank D. Fitzgerald, March 16, 1939; see Constitution of 1908, art. 6, sec. 16, and Opinion of the Attorney General, 1939-1940, p. 69.

¹² Appointed November 14, 1940, by Acting Governor Luren D. Dickinson. There is some question as to whether Matilda R. Wilson became, in fact, lieutenant governor during the last 6 weeks of Luren D. Dickinson's term as acting governor. See Opinion of the Attorney General, 1939-1940, p. 69.

¹³ First lieutenant governor to be elected as part of a single party ticket; in 1966, first lieutenant governor elected to a 4-year term; became governor upon resignation of George Romney, January 22, 1969. See Constitution of 1963, art. 5, secs. 21 and 26, and sched. sec. 5.

¹⁴ Served March 20 to December 31, 1970. See Opinion of the Attorney General, No. 4625, April 22, 1968, and Act 8 of 1969.

SECRETARIES OF STATE, 1835-2013

Kintzing Pritchette	1835-1838	Washington Gardner	1894-1898
Randolph Manning	1838-1840	Justus S. Stearns	1899-1900
Thomas Rowland	1840-1842	Fred M. Warner	1901-1904
Robert P. Eldredge	1842-1846	George A. Prescott	1905-1908
Gideon O. Whittemore	1846-1848	Frederick C. Martindale	1909-1914
George W. Peck	1848-1850	Coleman C. Vaughan	1915-1920
George R. Redfield ¹	1850	Charles J. DeLand	1921-1926
Charles H. Taylor ²	1850-1852	John S. Haggerty	1927-1930
William Graves	1853-1854	Frank D. Fitzgerald ³	1931-1934
John McKinney	1855-1858	Clarke W. Brown	1934
Nelson G. Isbell	1859-1860	Orville E. Atwood	1935-1936
James B. Porter	1861-1866	Leon D. Case	1937-1938
Oliver L. Spaulding	1867-1870	Harry F. Kelly	1939-1942
Daniel Striker	1871-1874	Herman H. Dignan	1943-1946
Ebenezer G. D. Holden	1875-1878	Fred M. Alger, Jr.	1947-1952
William Jenney	1879-1882	Owen J. Cleary	1953-1954
Harry A. Conant	1883-1886	James M. Hare ⁶	1955-1970
Gilbert R. Osmun	1887-1890	Richard H. Austin	1971-1994
Daniel E. Soper ³	1891	Candice S. Miller	1995-2002
Robert R. Blacker	1891-1892	Terri Lynn Land	2003-2010
John W. Jochim ⁴	1893-1894	Ruth Johnson	2011-

¹ Resigned April 11, 1850; succeeded by Charles H. Taylor.

² First elected secretary of state. See Act 23 of 1850, Laws of Michigan, and Constitution of 1850, art. 8, sec. 1.

³ Resigned December 19, 1891; Robert R. Blacker appointed December 24, 1891.

⁴ Removed by governor March 20, 1894; Washington Gardner appointed March 20, 1894. See Constitution of 1850, art. 8, sec. 3, and art. 12, sec. 8.

⁵ Resigned November 15, 1934; succeeded by Clarke W. Brown.

⁶ In 1966, first secretary of state elected to 4-year term. See Constitution of 1963, art. 5, sec. 21, and sched. sec. 5.

ATTORNEYS GENERAL, 1836-2013

Daniel LeRoy	1836-1837	Roger I. Wykes	1912
Peter Morey	1837-1841	Grant Fellows	1913-1916
Zephaniah Platt	1841-1843	Alexander J. Groesbeck	1917-1920
Elon Farnsworth	1843-1845	Merlin Wiley ⁷	1921-1923
Henry N. Walker	1845-1847	Andrew B. Dougherty ⁸	1923-1926
Edward Mundy ¹	1847-1848	Clare Retan	1926
George V. N. Lothrop	1848-1851	William W. Potter ⁹	1927-1928
William Hale ²	1851-1854	Wilber M. Brucker	1928-1930
Jacob M. Howard	1855-1860	Paul W. Voorhies	1931-1932
Charles Upson	1861-1862	Patrick H. O'Brien	1933-1934
Albert Williams	1863-1866	Harry S. Toy ¹⁰	1935
William L. Stoughton	1867-1868	David H. Crowley	1935-1936
Dwight May	1869-1872	Raymond W. Starr	1937-1938
Byron D. Ball ³	1873-1874	Thomas Read	1939-1940
Isaac Marston	1874	Herbert J. Rushton	1941-1944
Andrew J. Smith	1875-1876	John R. Dethmers ¹¹	1945-1946
Otto Kirchner	1877-1880	Foss O. Eldred	1946
Jacob J. Van Riper	1881-1884	Eugene F. Black	1947-1948
Moses Taggart	1885-1888	Stephen J. Roth	1949-1950
Stephen V. R. Trowbridge ⁴	1889-1890	Frank G. Millard	1951-1954
Benjamin W. Huston	1890	Thomas M. Kavanagh ¹²	1955-1957
Adolphus A. Ellis	1891-1894	Paul L. Adams ¹³	1958-1961
Fred A. Maynard	1895-1898	Frank J. Kelley ¹⁴	1961-1998
Horace M. Oren	1899-1902	Jennifer M. Granholm	1999-2002
Charles A. Blair	1903-1904	Mike Cox	2003-2010
John E. Bird ⁵	1905-1910	Bill Schuette	2011-
Franz C. Kuhn ⁶	1910-1912		

¹ Resigned; appointed to Michigan Supreme Court April 3, 1848, and succeeded by George V. N. Lothrop.

² First elected attorney general. See Act 23 of 1850, Laws of Michigan, and Constitution of 1850, art. 8, sec. 1.

³ Resigned April 1, 1874; succeeded by Isaac Marston.

⁴ Resigned March 25, 1890; succeeded by Benjamin W. Huston.

⁵ Resigned June 6, 1910; succeeded by Franz C. Kuhn.

⁶ Resigned September 9, 1912; succeeded by Roger I. Wykes.

⁷ Resigned January 4, 1923; Andrew B. Dougherty appointed January 9, 1923.

⁸ Resigned October 27, 1926; succeeded by Clare Retan.

⁹ Resigned February 16, 1928; Wilber M. Brucker succeeded February 18, 1928.

¹⁰ Resigned October 24, 1935; succeeded by David H. Crowley.

¹¹ Resigned August 15, 1946; Foss O. Eldred succeeded September 9, 1946.

¹² Resigned December 4, 1957; Paul L. Adams succeeded January 1, 1958.

¹³ Resigned; appointed to Michigan Supreme Court December 27, 1961; Frank J. Kelley appointed December 28, 1961.

¹⁴ In 1966, first attorney general elected to 4-year term. See Constitution of 1963, art. 5, sec. 21, and sched. sec. 5.

STATE TREASURERS, 1836-2013

Henry Howard ¹	1836-1839	Frank P. Glazier ⁶	1905-1908
Peter Desnoyer	1839-1840	John T. Rich	1908
Robert Stuart ²	1840-1841	Albert E. Sleeper	1909-1912
George W. Jermain	1841-1842	John W. Haarer	1913-1916
John J. Adam ³	1842-1845	Samuel Odell ⁷	1917-1919
George R. Redfield	1845-1846	Frank E. Gorman	1919-1924
George B. Cooper	1846-1850	Frank D. McKay	1925-1930
Bernard C. Whittemore ⁴	1850-1854	Howard C. Lawrence	1931-1932
Silas M. Holmes	1855-1858	Theodore I. Fry	1933-1938
John McKinney	1859-1860	Miller Dunckel	1939-1940
John Owen	1861-1866	Theodore I. Fry	1941-1942
Ebenezer O. Grosvenor	1867-1870	D. Hale Brake	1943-1954
Victory P. Collier	1871-1874	Sanford A. Brown	1955-1965
William B. McCreery	1875-1878	Allison Green ⁸	1965-1978
Benjamin D. Pritchard	1879-1882	Loren E. Monroe ⁹	1978-1982
Edward H. Butler	1883-1886	Robert A. Bowman	1983-1991
George L. Maltz	1887-1890	Douglas B. Roberts ¹⁰	1991-1998
Frederick Braastad	1891-1892	Mark A. Murray ¹¹	1999-2001
Joseph F. Hambitzer ⁵	1893-1894	Douglas B. Roberts ¹²	2001-2002
James M. Wilkinson	1894-1896	Jay B. Rising ¹³	2003-2006
George A. Steel	1897-1900	Robert J. Kleine ¹⁴	2006-2010
Daniel McCoy	1901-1904	Andy Dillon	2011-

¹ Resigned May 1, 1839; succeeded by Peter Desnoyer, appointed by governor to fill vacancy, until Robert Stuart appointed by legislature January 23, 1840. See Constitution of 1835, art. 5, sec. 12, and art. 7, sec. 2.

² Resigned July 8, 1841; succeeded by George W. Jermain, appointed by governor, until John J. Adam appointed by legislature January 13, 1842.

³ Resigned May 31, 1845; succeeded by George Redfield, appointed by governor, until George B. Cooper appointed by legislature March 12, 1846.

⁴ First elected state treasurer. See Act 23 of 1850, Laws of Michigan, and Constitution of 1850, art. 8, sec. 1.

⁵ Removed March 20, 1894; succeeded by James M. Wilkinson. See Constitution of 1850, art. 8, sec. 3, and art. 12, sec. 8.

⁶ Resigned January 22, 1908; John T. Rich appointed January 23, 1908.

⁷ Resigned May 21, 1919; succeeded by Frank E. Gorman.

⁸ Nominated and confirmed September 14, 1965; resigned September 4, 1978, and succeeded by Loren E. Monroe. See Constitution of 1963, art. 5, secs. 2 and 3.

⁹ Nominated August 18, 1978, for a term to begin September 5, 1978; formally confirmed October 31, 1979. See Constitution of 1963, art. 5, secs. 3 and 6.

¹⁰ Resigned November 20, 1998; chief deputy state treasurer Madhu Anderson named acting state treasurer.

¹¹ Appointed by Governor John M. Engler on December 22, 1998, effective January 10, 1999.

¹² Appointed by Governor John M. Engler, effective May 1, 2001.

¹³ Appointed by Governor Jennifer M. Granholm, effective January 6, 2003; confirmed by the senate January 21, 2003.

¹⁴ Appointed by Governor Jennifer M. Granholm, effective April 6, 2006; confirmed by the senate May 24, 2006.

AUDITORS GENERAL, 1836-2013

Robert Abbott ¹	1836-1839	Perry F. Powers	1901-1904
Henry Howard	1839-1840	James B. Bradley	1905-1908
Eurotas P. Hastings	1840-1842	Oramel B. Fuller	1909-1932
Alpheus Felch ²	1842	John K. Stack, Jr. ⁶	1933-1935
Henry L. Whipple	1842	John J. O'Hara	1935-1936
Charles G. Hammond ³	1842-1845	George T. Gundry	1937-1938
John J. Adam	1845-1846	Vernon J. Brown	1939-1944
Digby V. Bell ⁴	1846-1848	John D. Morrison, CPA	1945-1946
John J. Adam	1848-1851	Murl K. Aten	1947-1950
John Swegles, Jr. ⁵	1851-1854	John B. Martin, Jr.	1951-1954
Whitney Jones	1855-1858	Victor Targonski ⁷	1955-1956
Daniel L. Case	1859-1860	Frank S. Szymanski ⁸	1956-1959
Langford G. Berry	1861-1862	William R. Hart (acting)	1959
Emil Anneke	1863-1866	Otis M. Smith ⁹	1959-1961
William Humphrey	1867-1874	William A. Burgett (acting)	1961
Ralph Ely	1875-1878	Billie S. Farnum	1961-1964
W. Irving Latimer	1879-1882	Allison Green (acting) ¹⁰	1965
William C. Stevens	1883-1886	Albert Lee, CPA ¹¹	1965-1982
Henry H. Aplin	1887-1890	Franklin C. Pinkelman, CPA ¹²	1982-1989
George W. Stone	1891-1892	Charles S. Jones (acting) ¹³	1989
Stanley W. Turner	1895-1896	Thomas H. McTavish ¹⁴	1989-
Roscoe D. Dix	1897-1900		

¹ Resigned May 1, 1839; succeeded by Henry Howard.

² Resigned April 1, 1842, to accept Michigan Supreme Court appointment; Henry L. Whipple appointed April 4, 1842, "to act as such until the successor of Alpheus Felch be qualified and enter upon the duties of the office;" Charles G. Hammond subsequently appointed to fill vacancy April 13, 1842. See Constitution of 1835, art. 5, sec. 12, and art. 7, sec. 3.

³ Resigned May 31, 1845; succeeded by John J. Adam.

⁴ Resigned March 20, 1848; succeeded by John J. Adam.

⁵ First elected auditor general. See Act 23 of 1850, Laws of Michigan, and Constitution of 1850, art. 8, sec. 1.

⁶ Died January 18, 1935; John J. O'Hara appointed and confirmed January 22, 1935. See Constitution of 1908, art. 6, sec. 10.

⁷ Resigned May 17, 1956; Frank S. Szymanski succeeded June 7, 1956.

⁸ Resigned October 11, 1959; William R. Hart succeeded as acting auditor general October 12, 1959, until Otis M. Smith appointed September 23, 1959, and confirmed by senate October 21, 1959.

⁹ Resigned October 9, 1961; William A. Burgett appointed acting auditor general October 10, 1961, until Billie Sunday Farnum appointed and qualified October 23, 1961.

¹⁰ The provisions of Constitution of 1963, art. 4, sec. 53, redefined the powers and duties of the office of auditor general, removing a number of responsibilities which had previously been performed by the elected auditor general under the Constitution of 1908. To assume those duties which were no longer under the purview of the auditor general (to be appointed by the legislature pursuant to Constitution of 1963, art. 4, sec. 53), until the executive branch was reorganized under Constitution of 1963, art. 5, sec. 2, Governor George Romney appointed Allison Green acting auditor general on January 2, 1965. On February 4, 1965, with House Concurrent Resolution No. 24, the legislature appointed Albert Lee, CPA, auditor general, to assume the new responsibilities of the office outlined in Constitution of 1963, art. 4, sec. 53. Green remained acting auditor general until his confirmation as state treasurer in September 1965. Those former duties of the elected auditor general for which Green had oversight responsibility were transferred to the department of treasury with the enactment of the Executive Organization Act of 1965, Act 380 of 1965. The office of elected auditor general was also abolished by that act.

¹¹ The provisions of Constitution of 1963, art. 4, sec. 53, redefined the powers and duties of the office of auditor general, removing a number of responsibilities which had previously been performed by the elected auditor general under the Constitution of 1908. To assume those duties which were no longer under the purview of the auditor general (to be appointed by the legislature pursuant to Constitution of 1963, art. 4, sec. 53), until the executive branch was reorganized under Constitution of 1963, art. 5, sec. 2, Governor George Romney appointed Allison Green acting auditor general on January 2, 1965. On February 4, 1965, with House Concurrent Resolution No. 24, the legislature appointed Albert Lee auditor general, to assume the new responsibilities of the office outlined in Constitution of 1963, art. 4, sec. 53. Lee became auditor general upon Green's confirmation as state treasurer in September 1965. Those former duties of the elected auditor general for which Green had oversight responsibility were transferred to the department of treasury with the enactment of the Executive Organization Act of 1965, Act 380 of 1965. The office of elected auditor general was also abolished by that act.

¹² Appointed acting auditor general September 17, 1982; appointed auditor general December 8, 1982.

¹³ Succeeded February 6, 1989, by appointment of Senate Concurrent Resolution No. 20; Senate Concurrent Resolution No. 275 extended appointment from August 1 to November 1, 1989.

¹⁴ Appointed November 2, 1989; House Concurrent Resolution No. 416.

SUPERINTENDENTS OF PUBLIC INSTRUCTION, 1836-2013

John D. Pierce	1836-1841	Thomas E. Johnson ⁸	1919-1926
Franklin Sawyer, Jr.	1841-1843	Wilford L. Coffey	1926-1927
Oliver C. Comstock	1843-1845	Webster H. Pearce	1927-1933
Ira Mayhew	1845-1849	Paul F. Voelker	1933-1935
Francis W. Shearman ¹	1849-1854	Maurice R. Keyworth ⁹	
Ira Mayhew	1855-1858	Eugene B. Elliott ¹⁰	1935-1948
John M. Gregory	1859-1864	Lee M. Thurston ¹¹	1948-1953
Oramel Hosford	1865-1872	Clair L. Taylor	1953-1957
Daniel B. Briggs	1873-1876	Lynn M. Bartlett	1957-1965
Horace S. Tarbell ²	1877-1878	Alexander J. Kloster (acting) ¹²	1965-1966
Cornelius A. Gower ³	1878-1881	Ira Polley ¹³	1966-1969
Varnum B. Cochran ⁴	1881-1883	John W. Porter ¹⁴	1969-1979
Herschel R. Gass ⁵	1883-1885	Eugene T. Paslov (interim) ¹⁵	1979-1980
Theodore Nelson	1885-1886	Phillip E. Runkel ¹⁶	1980-1987
Joseph Estabrook	1887-1890	Gary D. Hawks (interim) ¹⁷	1987-1988
Ferris S. Fitch	1891-1892	Donald L. Bemis ¹⁸	1988-1991
Henry R. Pattengill	1893-1896	Gary D. Hawks (interim) ¹⁹	1991
Jason E. Hammond	1897-1900	Robert E. Schiller ²⁰	1991-1995
Delos Fall	1901-1904	Arthur E. Ellis ²¹	1995-2001
Patrick H. Kelley	1905-1906	Thomas D. Watkins, Jr. ²²	2001-2005
Luther L. Wright ⁶	1907-1913	Jeremy Hughes ²³	2005
Fred L. Keeler ⁷	1913-1919	Michael P. Flanagan ²⁴	2005-

¹ First elected superintendent of public instruction. See Act 23 of 1850, Laws of Michigan, and Constitution of 1850, art. 8, sec. 1.

² Resigned August 31, 1878; Cornelius A. Gower appointed September 3, 1878.

³ Resigned May 10, 1881; succeeded by Varnum B. Cochran.

⁴ Resigned February 21, 1883; succeeded by Herschel R. Gass.

⁵ Resigned April 2, 1885; Theodore Nelson appointed April 15, 1885.

⁶ Resigned November 15, 1913; succeeded by Fred L. Keeler.

⁷ Died April 4, 1919; Thomas E. Johnson succeeded April 9, 1919.

⁸ Removed by Governor November 6, 1926; Wilford L. Coffey appointed November 16, 1926. See Constitution of 1908, art. 6, sec. 10, and art. 9, sec. 7.

⁹ Died June 22, 1935, prior to taking office; Eugene B. Elliott appointed July 1, 1935.

¹⁰ Resigned July 1, 1948; Lee M. Thurston appointed August 16, 1948.

¹¹ Resigned June 30, 1953; succeeded by Clair L. Taylor.

¹² Served July 1, 1965, through April 28, 1966. See Constitution of 1963, art. 8, sec. 3.

¹³ Appointed April 13, 1966; resigned October 8, 1969.

¹⁴ Appointed acting superintendent of public instruction October 14, 1969; appointed superintendent of public instruction October 14, 1970; resigned June 30, 1979.

¹⁵ Appointed May 16, 1979.

¹⁶ Appointed January 29, 1980; resigned May 1, 1987.

¹⁷ Appointed March 26, 1987.

¹⁸ Appointed April 7, 1988; granted leave of absence January 8, 1991; resigned effective June 27, 1991.

¹⁹ Appointed temporary acting superintendent of public instruction January 8, 1991; appointed acting superintendent of public instruction March 5, 1991; appointed interim superintendent of public instruction, effective June 27, 1991.

²⁰ Appointed December 18, 1991.

²¹ Appointed interim superintendent of public instruction, effective August 7, 1995; appointed superintendent of public instruction, effective January 1, 1996; retired April 29, 2001.

²² Appointed effective April 30, 2001; resigned effective March 9, 2005.

²³ Interim Superintendent, March 10, 2005 to July 2, 2005.

²⁴ Appointed May 18, 2005, effective July 12, 2005.

STATE HIGHWAY COMMISSIONERS, 1903-1965¹

Horatio S. Earle	1903-1909	G. Donald Kennedy ⁴	1940-1942
Townsend A. Ely	1909-1913	Lloyd B. Reid	1942-1943
Frank F. Rogers ²	1913-1929	Charles M. Ziegler	1943-1957
Grover C. Dillman	1929-1933	John C. Mackie	1957-1965
Murray D. Van Wagoner ³	1933-1940		

¹ Act 203 of 1903 established the state highway department with a commissioner of highways as the chief officer of the department. The commissioner was originally appointed by the governor by and with the consent of the senate for a 4-year term. Enactment of Act 146 of 1905 resulted in the name of the post being changed to state highway commissioner. The position became an elective, 4-year office with the enactment of Act 283 of 1909. The Constitution of 1963, article 5, section 28, established a state transportation commission and provided for the appointment of a director of the state transportation department. Act 286 of 1964 transferred the powers and duties of the state highway department to the state transportation commission and abolished the office of state highway commissioner effective July 1, 1965.

² Resigned December 21, 1928; succeeded by Grover C. Dillman January 17, 1929.

³ Resigned; G. Donald Kennedy appointed November 12, 1940; elected April 7, 1941, to unexpired term and full term; resigned December 30, 1942.

⁴ Resigned December 30, 1942; Lloyd B. Reid appointed to vacancy December 30, 1942; Charles M. Ziegler elected to unexpired term April 5, 1943.

STATE BOARD OF EDUCATION, 1849-2013

Samuel Newberry ¹	1849-1850	Donald M. D. Thurber ²⁵	1965-1967
Samuel Barstow	1849-1851	Carmen L. DelliQuadri ²⁵	1965-1969
Randolph Manning	1849-1850	Peter Oppewall ²⁵	1965-1971
Isaac E. Cray ²	1850-1854	Charles E. Morton ²⁵	1965-1973
George N. Skinner ³	1850-1851	Edwin L. Novak ²⁵	1965-1973
Elias M. Skinner	1850-1851	Marilyn Jean Kelly ²⁵	1965-1977
Consider A. Stacy	1851-1852	Thomas J. Brennan ^{25, 26}	1965-1972
Chauncy Joslin ⁴	1851-1854	Leroy G. Augenstein ²⁷	1967-1969
Gideon O. Whittemore ⁵	1853-1856	James F. O'Neil	1967-1975
Hiram L. Miller ⁶	1854-1857	Gorton Riethmiller ²⁸	1969-1977
John R. Kellogg	1855-1860	Michael J. Deeb ²⁹	1969-1974
D. Bethune Duffield	1856	Annetta Miller	1971-1994
Witter J. Baxter ⁷	1857-1881	Barbara A. Dumouchelle	1973-1987
George Willard	1857-1862	William A. Sederburg ³⁰	1973-1975
Edwin Willits	1861-1872	Edmund F. Vandette	1973-1989
Daniel E. Brown ⁸	1863-1874	Norman O. Stockmeyer, Sr.	1975-1989
Edward Dorsch	1873-1878	Barbara Roberts Mason	1975-1999
David P. Mayhew	1874	Roger B. Tilles ³¹	1975
Edgar Rexford	1875-1886	Paul B. Henry ³²	1975-1978
George F. Edwards	1879-1884	Gumecindo Salas	1977-1985
Bela W. Jenks	1881-1888	John Watanen	1977-1985
James M. Ballou	1885-1890	Silverenia Q. Kanoyton ³³	1978-1981
Samuel S. Babcock	1887-1892	David Laro	1981-1983
Perry F. Powers	1889-1900	Carroll M. Hutton ³⁴	1983-1988
David A. Hammond ⁹	1891-1896	Dorothy Beardmore	1985-2001
Eugene A. Wilson	1893-1898	Cherry Jacobus	1985-1993
James W. Simmons ¹⁰	1896-1898	Gumecindo Salas	1987-1994
Elias F. Johnson ¹¹	1898-1901	Rollie Hopgood	1988-1991
Frederick A. Platt ¹²	1899-1901	Barbara A. Dumouchelle ³⁵	1989-1992
Lincoln Avery ¹³	1901	Marilyn Lundy	1989-1996
Luther L. Wright ¹⁴	1901-1907	Richard DeVos ³⁶	1991-1993
James H. Thompson ¹⁵	1901-1905	Katherine J. DeGrow ³⁷	1992-1995
Patrick H. Kelley ¹⁶	1901-1905	Kathleen N. Straus	1993-
Edward C. Hinman ¹⁷	1905-1906	Gary Wolfram	1993-1999
William J. McKone ¹⁸	1905-1915	Clark Durant ³⁸	1995-1999
Dexter M. Ferry, Jr.	1906-1912	Sharon Wise	1995-2002
William A. Cotton ¹⁹	1907-1911	Ruth A. Braun ³⁹	1995-1996
Thomas W. Nadal ²⁰	1911-1917	Louis Legg, III	1996
Frank Cody ²¹	1913-1943	Herbert S. Moyer	1997-2004
Frederick A. Jeffers	1915-1933	Marianne Yared McGuire	1997-2013
Thomas E. Johnson ²²	1917-1919	Sharon L. Gire ⁴⁰	1999-2003
Allen M. Freeland	1919-1935	Eileen L. Weiser	1999-2006
Edna C. Wilson	1933-1939		2011-
Wynard Wichers ²³	1935-1945	Michael D. Warren, Jr.	1999-2002
Mary F. Farnsworth	1939-1945	John C. Austin	2001-
Stephen S. Nisbet	1943-1961	Elizabeth W. Bauer	2003-2010
Louisa I. Durham	1945-1953	Carolyn L. Curtin	2003-2010
Charles G. Burns	1945-1957	Reginald M. Turner	2003-2010
Walter F. Greis	1953-1959	Nancy Danhof	2005-2013
Chris H. Magnusson	1957-1963	Cassandra E. Ulbrich	2007-
Cornelia A. Robinson ²⁴	1959-1965	Daniel Varner	2010-
Frank Hartman ²³	1961-1965	Richard Zeile	2011-
James F. O'Neil ²⁴	1963-1965	Michelle Fecteau	2013-
Leon Fill ²⁵	1965-1967	Lupe Ramos-Montigny	2013-

¹ Resigned March 22, 1850; succeeded by Isaac E. Cray.

² Appointed to vacancy March 29, 1850; one of first elected board members, to 6-year term; died 1854 and succeeded by Hiram L. Miller; see Constitution of 1850, art. 13, sec. 9, and sched. sec. 28, and Act 175 of the Extra Session of 1851, Laws of Michigan.

³ Died 1851; succeeded by Chauncy Joslin April 2, 1851.

⁴ One of first elected board members, to 2-year term.

⁵ One of first elected board members, to 4-year term; resigned March 28, 1856, and succeeded by D. Bethune Duffield.

⁶ Resigned July 15, 1857; Witter J. Baxter appointed July 21, 1857.

⁷ Resigned October 26, 1876; reelected to 6-year term 1876; resigned April 6, 1881 and succeeded by Bela W. Jenks May 6, 1881.

⁸ Died 1874; succeeded by David P. Mayhew January 18, 1874.

⁹ Resigned August 1, 1896; succeeded by James W. Simmons August 22, 1896.

¹⁰ Resigned; succeeded by Elias F. Johnson May 20, 1898.

¹¹ Resigned; succeeded by Patrick H. Kelley April 15, 1901.

¹² Resigned; succeeded by Lincoln Avery April 15, 1901.

¹³ Resigned; succeeded by Luther L. Wright September 21, 1901.

¹⁴ Resigned; succeeded by William A. Cotton May 4, 1907.

STATE BOARD OF EDUCATION, 1849-2013 *(Cont.)*

- ¹⁵ Resigned; succeeded by Edward C. Hinman November 1, 1905.
- ¹⁶ Resigned to become superintendent of public instruction; succeeded by William J. McKone January 30, 1905.
- ¹⁷ Resigned; succeeded by Dexter M. Ferry, Jr. January 11, 1906.
- ¹⁸ Appointed to vacancy January 26, 1905; elected to 6-year term November 1908; with implementation of the Constitution of 1908, elected again to 6-year term April 1909; see Constitution of 1908, art. 11, sec. 6.
- ¹⁹ Resigned; succeeded by Thomas W. Nadal February 8, 1911.
- ²⁰ Resigned; Thomas E. Johnson appointed September 12, 1917.
- ²¹ Resigned; Stephen S. Nisbet appointed January 2, 1943.
- ²² Resigned; Allen M. Freeland appointed April 23, 1919.
- ²³ Resigned; Louisa I. Durham succeeded September 27, 1945.
- ²⁴ Cornelia A. Robinson, Frank Hartman, and James F. O'Neil were each elected to full 6-year terms under the Constitution of 1908. With the implementation of the Constitution of 1963, all three terms ended at noon, January 1, 1965. See Constitution of 1963, art. 8, sec. 3, and sched. sec. 9, and Act 287 of 1964.
- ²⁵ Under the provisions of the Constitution of 1963, Leon Fill and Donald M. D. Thurber were elected to 2-year terms, Carmen L. DelliQuadri and Marilyn Jean Kelly 4-year terms, Peter Oppewall and Thomas J. Brennan 6-year terms, and Charles E. Morton and Edwin L. Novak 8-year terms, each beginning at noon on January 1, 1965. See Constitution of 1963, art. 8, sec. 3, and sched. sec. 9, and Act 5 of the 2nd Extra Session of 1963.
- ²⁶ Resigned; Barbara A. Dumouchelle succeeded January 1, 1973.
- ²⁷ Deceased; Gorton Riethmiller appointed December 2, 1969.
- ²⁸ Appointed to fill Leroy G. Augenstein vacancy December 2, 1969, for the term to expire January 1, 1975; appointed to Michael J. Deeb vacancy November 12, 1974, for term to expire January 1, 1977.
- ²⁹ Resigned; Gorton Riethmiller appointed November 12, 1974.
- ³⁰ Resigned; Norman O. Stockmeyer, Sr. succeeded January 13, 1975.
- ³¹ Resigned; Paul B. Henry appointed August 26, 1975.
- ³² Resigned; Silverenia Q. Kanoyton appointed December 29, 1978.
- ³³ Resigned; David Laro appointed August 1, 1981.
- ³⁴ Resigned; Rollie Hoppgood appointed September 16, 1988.
- ³⁵ Resigned; Katherine J. DeGrow appointed July 13, 1992.
- ³⁶ Resigned; Gary Wolfram appointed January 22, 1993.
- ³⁷ Resigned; Ruth A. Braun appointed effective February 24, 1995.
- ³⁸ Resigned; Michael D. Warren, Jr., appointed effective September 21, 1999.
- ³⁹ Resigned; Louis Legg, III appointed effective August 21, 1996.
- ⁴⁰ Resigned; Reginald M. Turner appointed September 25, 2003.